

Defense Manpower Data Center Project Management Process Handbook

Version 2.02 AMD • Draft



Date/Time Generated: 3/23/2018 12:45:05
PM

Sparx EA Source Repository : DMDC_Test

Table of Contents

Introduction	6
Project Management Overview	6
Purpose	6
Goals	6
Accountability	7
In Scope	7
Out of Scope	7
Project Management (PM) Process Model	8
PM Conversations	9
Ad Hoc Project Updates (<i>Conversation</i>)	9
Collect Project Requirements (<i>Conversation</i>)	9
Coordinate Acquisitions / Procurement Activities (<i>Conversation</i>)	9
Coordinate Approval of Project Costs (<i>Conversation</i>)	10
Coordinate Changes (<i>Conversation</i>)	10
Coordinate Cost Estimates (<i>Conversation</i>)	10
Coordinate Project Management Documentation (<i>Conversation</i>)	10
Coordinate Risk Escalation & Mitigation (<i>Conversation</i>)	10
Project Sign off (<i>Conversation</i>)	10
Requirements Coordination (<i>Conversation</i>)	10
Synchronize Release/Sprint Planning and Work Execution (<i>Conversation</i>)	10
Transition final product, service, and/or result (<i>Conversation</i>)	10
Transition final product, service, and/or result for sustainment (<i>Conversation</i>)	10
Transition supporting content (<i>Conversation</i>)	10
PM Collaborations	11
PJM 1 Initiate Project (<i>Activity</i>)	11
PJM 2 Plan Project (<i>Activity</i>)	11
PJM 3 Execute Project (<i>Activity</i>)	12
PJM 4 Monitor & Control Project (<i>Activity</i>)	12
PJM 5 Close Project (<i>Activity</i>)	12
PJM 1 Initiate Project	13
PJM 1.1 Receive Project Assignment (<i>Activity</i>)	13
PJM 1.2 Receive Requirements Package (<i>Activity</i>)	13
PJM 1.3 Develop Project Charter (<i>Activity</i>)	13
PJM 1.4 Identify/Elaborate Stakeholders (<i>Activity</i>)	14
PJM 1.5a Adjust Project Parameters (<i>Activity</i>)	14
PJM 1.5 Finalized? (<i>Gateway</i>)	14
PJM 1.6 Designate Project Category (<i>Activity</i>)	14
PJM 2 Plan Project	15
PJM 2.1 Conduct Planning Activities (<i>Gateway</i>)	15
PJM 2.2 Develop Project Management Plan (<i>Activity</i>)	15
PJM 2.3 Plan Scope Management (<i>Activity</i>)	15
PJM 2.4 Collect Project Requirements (<i>Activity</i>)	15
PJM 2.4 Collect Project Requirements	17
PJM 2.4.1 Initiate Project/Requirements Elaboration (<i>Activity</i>)	18
PJM 2.4.2 Review Requirements Gathered (<i>Activity</i>)	18
PJM 2.4.3 Requirements Sufficiently Elaborated? (<i>Gateway</i>)	18

<i>RQM 5 Elaborate Customer Requirements (Activity)</i>	18
PJM 2.5 Define Scope (Activity)	18
PJM 2.6 Create WBS (Activity)	18
PJM 2.7 Plan Schedule Management (Activity)	19
PJM 2.8 Define Activities (Activity)	19
PJM 2.9 Sequence Activities (Activity)	19
PJM 2.10 Estimate Activity Resources (Activity)	19
PJM 2.11 Estimate Activity Durations (Activity)	19
PJM 2.12 Develop Schedule (Activity)	19
PJM 2.13 Plan Cost Management (Activity)	20
PJM 2.14 Estimate Costs / Refine Cost Estimate (Activity)	20
PJM 2.14 Estimate Costs / Refine Cost Estimate	21
<i>PJM 2.14.1 Gather Cost Estimate Inputs (Activity)</i>	21
<i>PJM 2.14.2 Develop Cost Estimate Plan (Activity)</i>	21
<i>PJM 2.14.3 Request Cost Estimate Inputs from Each Affected Subject Area (Activity)</i>	21
<i>PJM 2.14.5 Compile Cost Estimates into Total Project Cost Estimate (Activity)</i>	22
<i>PJM 2.14.6 Conduct Cost Estimate Validation Activities (Gateway)</i>	22
<i>PJM 2.14.7 Conduct Risk Analysis on Estimate Certainty (Activity)</i>	22
<i>PJM 2.14.8 Document Cost Estimate Assumptions and Methodology (Activity)</i>	22
<i>PJM 2.14.9 Compile Cost Estimate Documentation (Gateway)</i>	22
<i>PJM 2.14.10 Review Total Cost Estimate (Activity)</i>	22
<i>PJM 2.14.11 Approved? (Gateway)</i>	22
<i>PJM 2.14.11a Review & Reconcile Cost Estimate Inputs (Activity)</i>	22
<i>PJM 2.14.12 Sign-Off & Send Approval to Project Manager (Activity)</i>	22
<i>PJM 2.14.13 Obtain Cost Estimate Sign-Off (or Approval) (Activity)</i>	22
PJM 2.15 Determine Budget (Activity)	22
PJM 2.16 Plan Quality Management (Activity)	23
PJM 2.17 Plan Human Resource Management (Activity)	23
PJM 2.18 Plan Communications Management (Activity)	23
PJM 2.19 Plan Risk Management (Activity)	23
PJM 2.20 Identify Risks (Activity)	23
PJM 2.21 Perform Qualitative Risk Analysis (Activity)	23
PJM 2.22 Perform Quantitative Risk Analysis (Activity)	24
PJM 2.23 Plan Risk Responses (Activity)	24
PJM 2.24 Plan Procurement Management (Activity)	24
PJM 2.26 Plan Stakeholder Management (Activity)	24
PJM 2.28 Create Decision Package (Activity)	24
PJM 2.27 Planning Activities Complete? (Gateway)	24
PJM 3 Execute Project	25
PJM 3.1 Conduct Project Execution Activities (Gateway)	25
PJM 3.2 Direct and Manage Project Work (Activity)	25
PJM 3.3 Perform Quality Assurance (Activity)	26
PJM 3.4 Acquire Project Team (Activity)	26
PJM 3.5 Develop Project Team (Activity)	26
PJM 3.6 Manage Project Team (Activity)	26
PJM 3.7 Manage Communications (Activity)	26
PJM 3.8 Conduct Procurements (Activity)	26
PJM 3.9 Funds received? (Gateway)	26
PJM 3.10 Manage Stakeholder Engagement (Activity)	26
PJM 3.11 Validate Service with Sponsor (Activity)	27

PJM 3.12 Sponsor satisfied with service? (<i>Gateway</i>)	27
PJM 3.12a Service not Accepted by Sponsor (<i>Activity</i>)	27
PJM 3.13 Project Execution Activities Complete? (<i>Gateway</i>)	27
PJM 4 Monitor & Control Project	28
PJM 4.1 Conduct Monitoring & Controlling Activities (<i>Gateway</i>)	28
PJM 4.2 Monitor & Control Project Work (<i>Activity</i>)	28
PJM 4.3 Perform Integrated Change Control (<i>Activity</i>)	28
PJM 4.4 Validate Scope (<i>Activity</i>)	28
PJM 4.5 Control Scope (<i>Activity</i>)	29
PJM 4.6 Control Schedule (<i>Activity</i>)	29
PJM 4.7 Control Costs (<i>Activity</i>)	29
PJM 4.8 Control Funding (<i>Activity</i>)	29
PJM 4.9 Control Quality (<i>Activity</i>)	29
PJM 4.10 Control Communication (<i>Activity</i>)	29
PJM 4.11 Control Risk (<i>Activity</i>)	29
PJM 4.12 Control Procurements (<i>Activity</i>)	30
PJM 4.13 Control Stakeholder Engagement (<i>Activity</i>)	30
PJM 4.14 Monitoring & Controlling Activities Complete? (<i>Gateway</i>)	30
PJM 5 Close Project	31
PJM 5.1 Conduct Project or Phase Close Activities (<i>Gateway</i>)	31
PJM 5.2 Close Project or Phase (<i>Activity</i>)	31
PJM 5.2.1 Transition final product, service, and/or project result (<i>Activity</i>)	31
PJM 5.2.1.1 Receive final product, service, and/or result (<i>Activity</i>)	31
PJM 5.2.1.1.1 Is stakeholder satisfied with final product, service, and/or result? (<i>Gateway</i>)	32
PJM 5.2.1.1.1a Re-work Required? (<i>Gateway</i>)	32
PJM 5.2.1.1.1.1 Determine Next Steps (<i>Activity</i>)	32
PJM 5.2.2 Validate transition of final product, service, and/or result (<i>Activity</i>)	32
PJM 5.2.3 Transition of final product, service, and/or result complete? (<i>Gateway</i>)	32
PJM 5.2.4 Conduct Lessons Learned (<i>Activity</i>)	32
PJM 5.3 Close Procurements (<i>Activity</i>)	32
PJM 5.4 Project or Phase Close Activities Complete? (<i>Gateway</i>)	33
Meetings	34
Key Roles and Responsibilities	35
RACI Authority Matrix	36
Performance Metrics	37

Revision History

Date	Version	Description	Author
09/05/2017	1.00	Created first draft	PM BPR Team
09/18/2017	1.00	Finalized for initial submission to EGC	PM BPR Team
10/24/2017	1.00	Incorporate EGC feedback; update and send for leadership approval/signature	PM BPR Team
03/23/2018	2.00	Reviewed/updated v1.00 to include Levels 1, 2, and 3 as well as a few Level 4 diagrams. Incorporated multiple documentation updates to increase clarity of the process as well as standardization of the information documented herein.	PM BPR Team
	2.01 AMD	Updated references	PM BPR Team
12/07/18	2.02 AMD	Updated links	PM BPR Team

Approvals

The undersigned has/have reviewed this document and approve its contents.

Approver Name	Department/Role	Signature	Date
DMDC Division Director for Product and Project Management lead (b) (6)	Project Management Process Manager		
DMDC Service Delivery Directorate lead (b) (6)	Project Management Directorate Director / Project Management Process Owner		
(b) (6)	DMDC Deputy Director / DMDC Director		

Introduction

The primary objective of this document is to describe the standardized methods, procedures, roles, and performance metrics that are required to meet the Project Management requirements for supporting Defense Manpower Data Center (DMDC) operations. This document is the product of a Project Management Business Process Review (BPR) effort undertaken as part of the DMDC Restructure, for which a project charter was issued on March 16, 2017. The Project Charter is available at the following link:

<http://mydmdc/restructure-2017/Shared%20Documents/Approved%20Process%20Documentation/Project%20Management/DMDC%20Project%20Charter%20v1.0%20-%20Project%20Management.pdf>.

Based on the guidance in this document, staff should be able to understand and perform the activities of the Project Management process.

The process detailed in this document is based on the best practices from authoritative sources such as the Project Management Institute's (PMI) Project Management Body of Knowledge (PMBOK), the Information Technology Infrastructure Library (ITIL^{®1}), and meet the foundation requirements for industry best practices as detailed within the Information Technology Infrastructure Library (ITIL v3) directly relating to Project Management.

Project Management Overview

Project Management is the methodical approach to planning and guiding project processes from conception to completion.

Purpose

The purpose of the DMDC Project Management process is to:

- Define and develop a standard business process for Project Management
- Establish consistent, repeatable, and proven standards and processes for DMDC's core business functions related to Project Management

Goals

The goals of Project Management include:

- Promote use of industry standards aligned to DMDC's specific business processes and governance
- Implement integrated tools that streamline and automate business processes across the lifecycle
- Improve visibility across the DMDC enterprise to upcoming and active projects
- Provide information needed to schedule resources
- Facilitate risk-based decision making
- Improve standardization in how DMDC charges customers (activity-based costing)
- Improve the versatility of DMDC project management resources
- Ensure a flexible business process that accommodates a variety of project types, projects with exceptions, while minimizing overhead
- Prioritize and phase sub-processes based on dependencies

¹ ITIL[®] is a Registered Trade Mark of the Office of Government Commerce in the United Kingdom and other countries. IT Infrastructure Library[®] is a Registered Trade Mark of the Office of Government Commerce in the United Kingdom and other countries.

- Track cross-project dependencies, and adjust project schedules accordingly
- Develop project costs across the FYDP to help facilitate Defense Human Resources Activity (DHRA) and DMDC budget formulation and MDEP development and justification.

Accountability

The Project Management process was produced through a BPR led by the DMDC Customer Relationship Management (CRM) Directorate Director, (b) (6), who served as Process Champion. Upon completion of the initial BPR, the Project Management process transitioned to the Service Delivery (SD) Directorate, to (b) (6), Division Director for Product and Project Management.

In Scope

The Project Management BPR's scope includes new software development projects, technical refresh projects, IT Operations projects, software and system enhancements, and sustainment. Based on this scope, the intended scope of the Project Management business process includes:

- Master Integrated Schedule Management (rolling 18 months) that initially provides an executive view of the schedule with red/yellow/green
- Individual project plans
- Enterprise Project Costing for estimating costs for reimbursable projects, developing Independent Government Cost Estimates (IGCE), and determining costs for internally-driven projects to better understand return on investment (ROI).
- Project management template of standard artifacts/tasks, dependencies, lead times based on the SDLC and other governance processes
- Integrated Project Roadmap (18 months to five years)
- Risk management
- Estimates to actuals
- Resourcing

Out of Scope

The following areas are excluded from the scope of the Project Management process:

- Individual bug fixes
- Service level agreements
- Prioritization

Project Management (PM) Process Model

This section presents an overview of the Project Management process, using Business Process Modeling Notation (BPMN) diagrams to visually depict the activities, the order of those activities, and the roles responsible for conducting each activity. More detailed information about the specific activities associated with each step in the model is presented in this section's sub-sections.

Process Inputs

- Project Initiation Business Process
 - New or adjusted requirement
 - DMDC Service Catalog
 - DMDC Requirements Repository
- Project Planning
 - Requirements Package
 - Rough Order of Magnitude (ROM)
- Project Monitoring and Controlling
 - Project deliverables, in-progress
- Project Execution
- Project Closeout
 - Project deliverables

Process Outputs

- Project Initiation Business Process
 - Project Charter
 - Stakeholder Register
- Project Planning
 - Independent Government Cost Estimate (IGCE)
 - Project Management Plan
 - Resource and Staffing Plan
 - Project Schedule/Work Breakdown Structure (WBS)
 - Quality Management Plan
 - Risk Management Plan
 - (Combining all of the above) Decision Package
 - Acquisition Plan
- Project Monitoring and Controlling
- Project Execution
- Project Closeout
 - Lessons Learned

Process Activities

The following diagrams provide the flow of the sub-processes and tasks in the Project Management process and delineate processes, sub-processes, and tasks that are owned by the various groups. Each sub-process and task is described to a level that is sufficient for personnel to accomplish the activities.

Ad Hoc Project Updates (Conversation)

Collect Project Requirements (*Conversation*)

Coordinate Acquisitions / Procurement Activities (*Conversation*)

Page 9 of 37

Coordinate Approval of Project Costs (*Conversation*)

During the planning stage of the project, the Total Cost Estimate must be reviewed and approved by the appropriate Governance committee to authorize the final cost of the project.

Coordinate Changes (*Conversation*)

During the monitor and control stage of a project, the project may require the official coordinate of changes to a project for a variety of reasons and scenarios.

Coordinate Cost Estimates (*Conversation*)

During the planning stage of the project it is crucial that cost estimate be collected and compiled from all impacted capability areas.

Coordinate Project Management Documentation (*Conversation*)

In the early stages of a project, documentation (e.g., Project Charter) to authorize and initiate the project will be coordinated between Program Management and Project Management.

Coordinate Risk Escalation & Mitigation (*Conversation*)

During the monitor and control stage of a project coordination of risks and associated mitigation strategies needed to be conducted between Program Management and Project Management.

Project Sign off (*Conversation*)

In the final stages of a project, the transition of the final product, service, and/or result will be validated via the *Project Sign Off* received from the Project Owner.

Requirements Coordination (*Conversation*)

Requirements are predominately coordinated between the Program Management, Requirements Management, and Project Management in the early stages of a project.

Synchronize Release/Sprint Planning and Work Execution (*Conversation*)

During the execution stage of a project release and sprint planning and work execution activities need to be synchronized between multiple teams and processes to produce the interim and final product, service, and/or result required to satisfy the objective of the project.

Transition final product, service, and/or result (*Conversation*)

In the final stages of a project, as it is wrapping up, the final product, service, and/or result will be transitioned to the stakeholders.

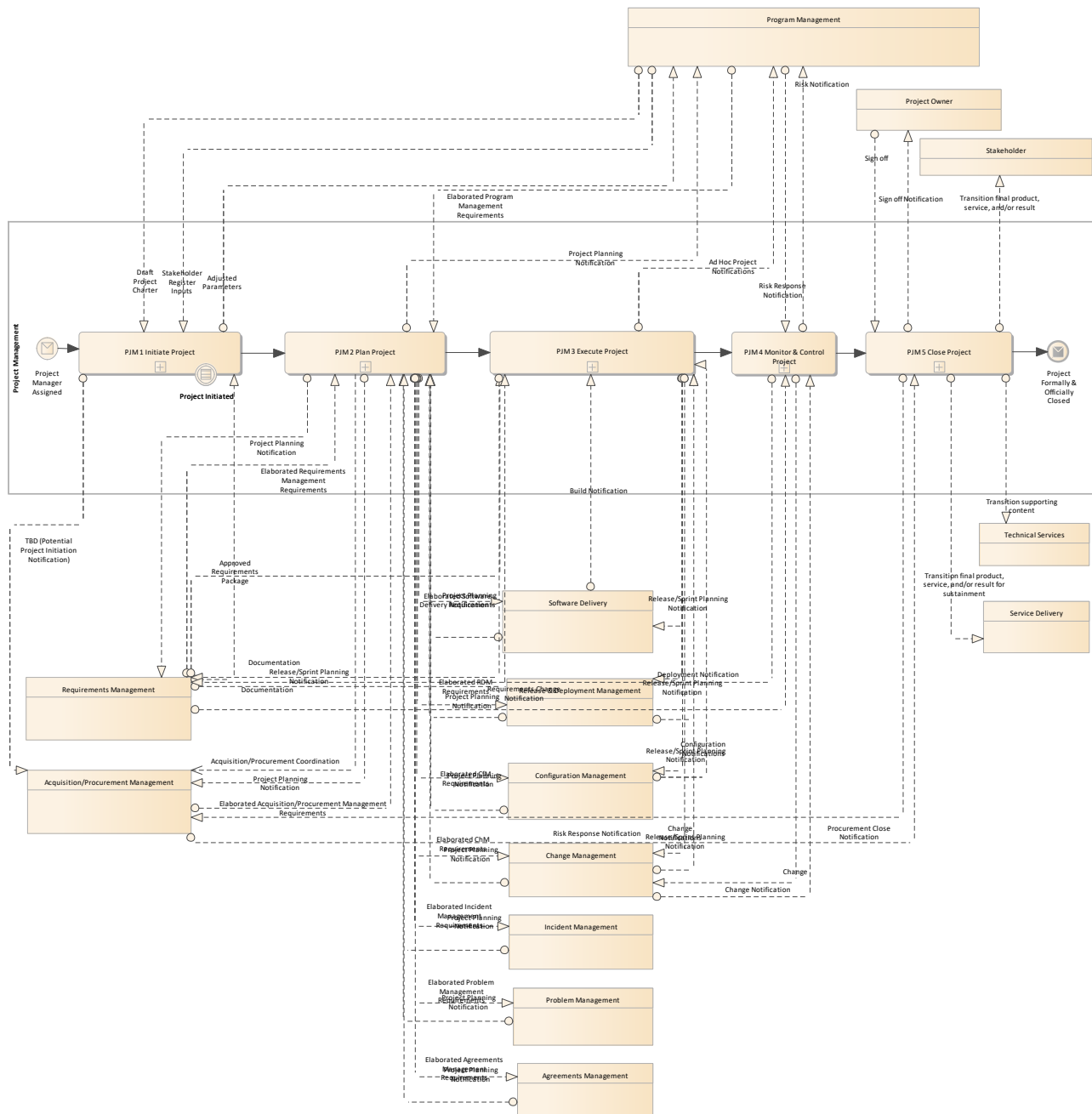
Transition final product, service, and/or result for sustainment (*Conversation*)

In the final stages of a project, as it is wrapping up, the final product, service, and/or result will be transitioned to Service Delivery for sustainment.

Transition supporting content (*Conversation*)

In the final stages of a project, as it is wrapping up, the final content (e.g., code, Run Books, etc.) required to support the product, service, and/or result will be transitioned to Technical Services.

PM Collaborations



PM Collaborations Diagram

PJM 1 Initiate Project (Activity)

A project is *initiated* when an approved High Level Requirements package is received, a Project Manager is assigned, the Project Charter is finalized, and the Stakeholder Register has been created.

Supplemental information may be found on the PMRC SharePoint site:

<https://dhra.deps.mil/dod/dhrahq/sites/dmdc/bizproc/disciplines/projmgmt/Documents/Forms/AllItems.aspx>

PJM 2 Plan Project (Activity)

A project is *planned* when the sufficient coordination with impacted stakeholders has taken place to gather, communicate, and document the work to be completed and how the project will be governed to complete the work.

Supplemental information may be found on the PMRC SharePoint site:

<https://dhra.deps.mil/dod/dhrahq/sites/dmdc/bizproc/disciplines/projmgmt/Documents/Forms/AllItems.aspx>

PJM 3 Execute Project (Activity)

A project is *executed* when the Project Manager completes the required planning activities to include gathering and coordinating input from impacted stakeholders and creating the required documentation in support of the planning activities.

Supplemental information may be found on the PMRC SharePoint site:

<https://dhra.deps.mil/dod/dhrahq/sites/dmdc/bizproc/disciplines/projmgmt/Documents/Forms/AllItems.aspx>

PJM 4 Monitor & Control Project (Activity)

A project is *monitored and controlled* when scope, cost, and schedule have been monitored and risks to the project have been consistently managed and controlled to minimize and mitigate the impact to scope, cost, and the schedule while simultaneously completed the work and satisfying the objectives of the project.

Supplemental information may be found on the PMRC SharePoint site:

<https://dhra.deps.mil/dod/dhrahq/sites/dmdc/bizproc/disciplines/projmgmt/Documents/Forms/AllItems.aspx>

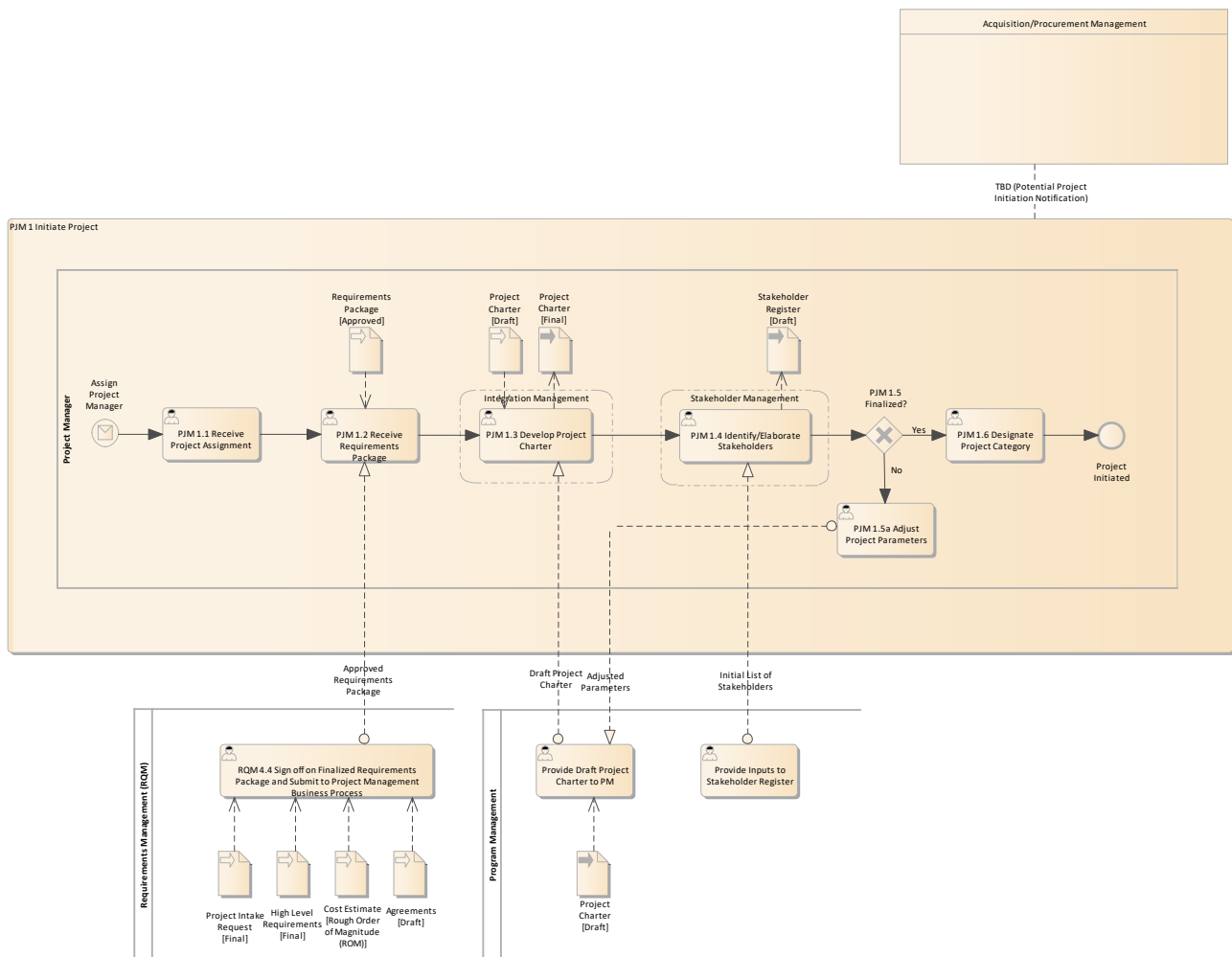
PJM 5 Close Project (Activity)

A project is *closed* when all project work has been completed, the final product, service, or result has been accepted by the Project Owner, and the objectives of the project have been satisfied.

Supplemental information may be found on the PMRC SharePoint site:

<https://dhra.deps.mil/dod/dhrahq/sites/dmdc/bizproc/disciplines/projmgmt/Documents/Forms/AllItems.aspx>

PJM 1 Initiate Project



PJM 1 Initiate Project Diagram

PJM 1.1 Receive Project Assignment (Activity)

Receive Project Assignment occurs when the Product & Project Management Division Director or Project Management Branch Chief assign a Project Manager for a High Level Requirement, which has an approved Requirements Package.

PJM 1.2 Receive Requirements Package (Activity)

Receive Requirements Package occurs when the Project Manager has received the approved Requirements Package from the Requirements Management business process.

PJM 1.3 Develop Project Charter (Activity)

Within the context of DMDC, the Program Manager will be a key contributor to the development of the Project Charter. As such, *develop Project Charter* occurs when the Program Manager provides the initial draft of the Project Charter to the assigned Project Manager. The Project Manager will then review and update the charter as needed. Once the Project Manager is satisfied with the Project Charter, the document is finalized. In addition, if needed, the Project Manager may document project assumptions and constraints in the Assumptions & Constraints Log.

Template:

The current Project Charter and Assumptions & Constraints Log templates can be found on the PMRC SharePoint site at

<https://dhra.deps.mil/dod/dhrahq/sites/dmdc/bizproc/disciplines/projmgmt/Documents/Forms/AllItems.aspx>

PJM 1.4 Identify/Elaborate Stakeholders (Activity)

Within the context of DMDC, the Program Manager is the key DMDC resource for coordinating the initial requirement with the Project Owner. As such, the Program Manager is responsible for identifying the Project Owner and any other key stakeholders who are impacted by or will directly impact the project. After the Program Manager provides the initial list of stakeholders, the Project Manager will review and update the Stakeholder Register on an ongoing basis for the duration of the project.

Template:

<https://dhra.deps.mil/dod/dhrahq/sites/dmdc/bizproc/disciplines/projmgmt/Documents/Forms/AllItems.aspx>

PJM 1.5a Adjust Project Parameters (Activity)

The Project Manager will work with the Program Manager to adjust the project parameters defined in the Project Charter and/or work with the Program Manager to further elaborate the list of stakeholders.

PJM 1.5 Finalized? (Gateway)

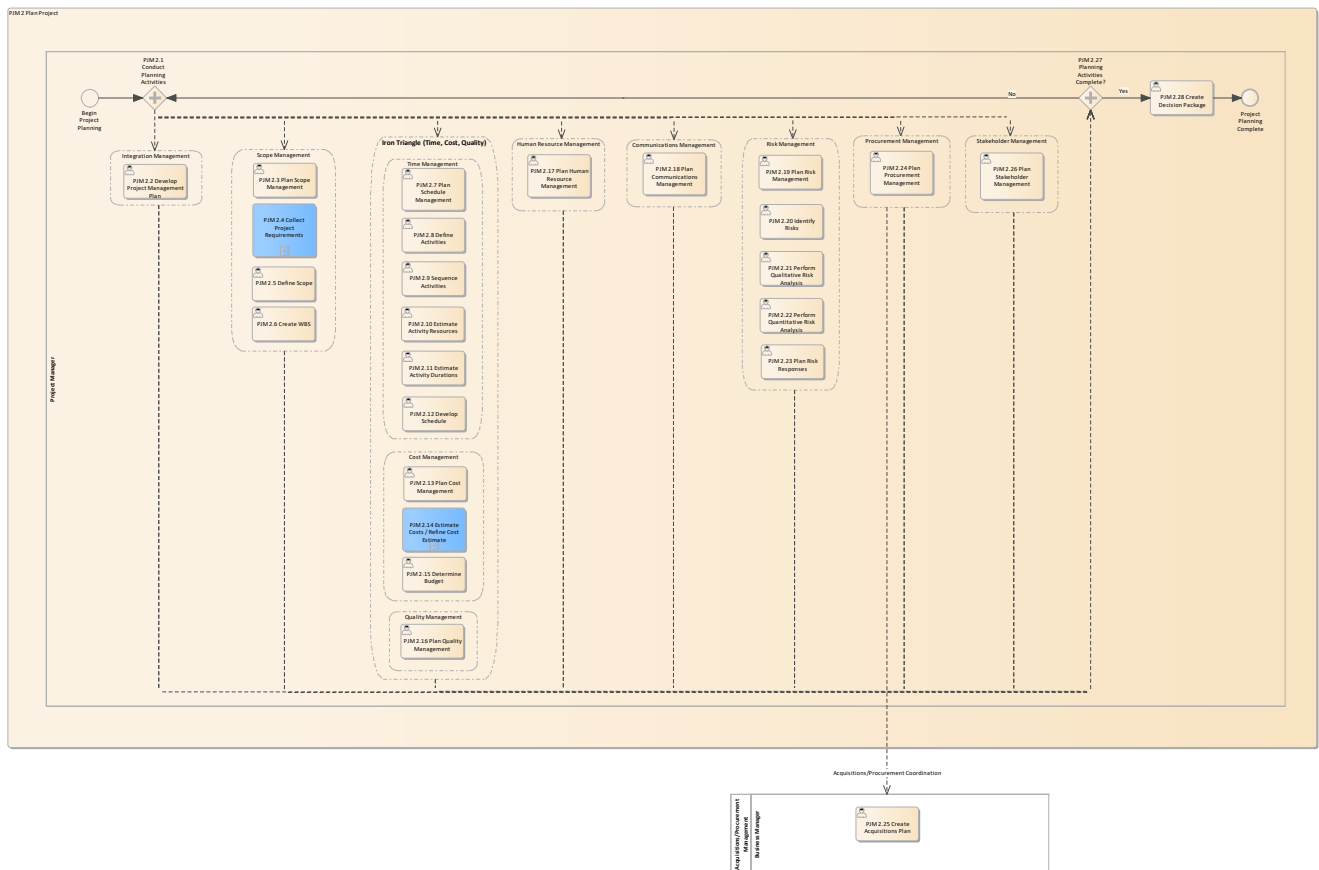
If PJM 1.3 is finalized and PJM 1.4 is sufficiently elaborated, then the Project Manager will proceed to PJM 1.6 to designate the Project Category.

If PJM 1.3 is not finalized and requires that the project parameters be adjusted or PJM 1.4 is not sufficiently elaborated, then the Project Manager will proceed to PJM 1.5a to adjust the Project Parameters via coordination with the Program Manager.

PJM 1.6 Designate Project Category (Activity)

Designate Project Category is the task of identifying the internal DMDC category for projects. The Project Manager is responsible for the initial designation of the Project Category. As of 03/20/18, a formal list of Project Categories is to be determined.

PJM 2 Plan Project



PJM 2 Plan Project Diagram

PJM 2.1 Conduct Planning Activities (*Gateway*)

Denotes multiple planning activities being performed in parallel.

PJM 2.2 Develop Project Management Plan (*Activity*)

The Project Manager is responsible for preparing an overarching comprehensive project management plan, which includes all aspects of the project to be planned for, managed, and governed. This document provides the comprehensive guidance for the planning and governance of each of the major components of how the project will be managed.

The Project Management Plan template as well as individual component plans can be found on the PM CoE SharePoint Site

(<https://dhra.deps.mil/dod/dhrahq/sites/dmdc/bizproc/disciplines/projmgmt/Documents/Forms/AllItems.aspx>)

PJM 2.3 Plan Scope Management (*Activity*)

The Project Manager is responsible for preparing a Scope Management Plan and a Requirements Management Plan for how scope will be understood, managed, governed, and controlled.

Both the Scope Management Plan and Requirements Management Plans are documented in the Project Management Plan which can be found on the PM CoE SharePoint Site

(<https://dhra.deps.mil/dod/dhrahq/sites/dmdc/bizproc/disciplines/projmgmt/Documents/Forms/AllItems.aspx>)

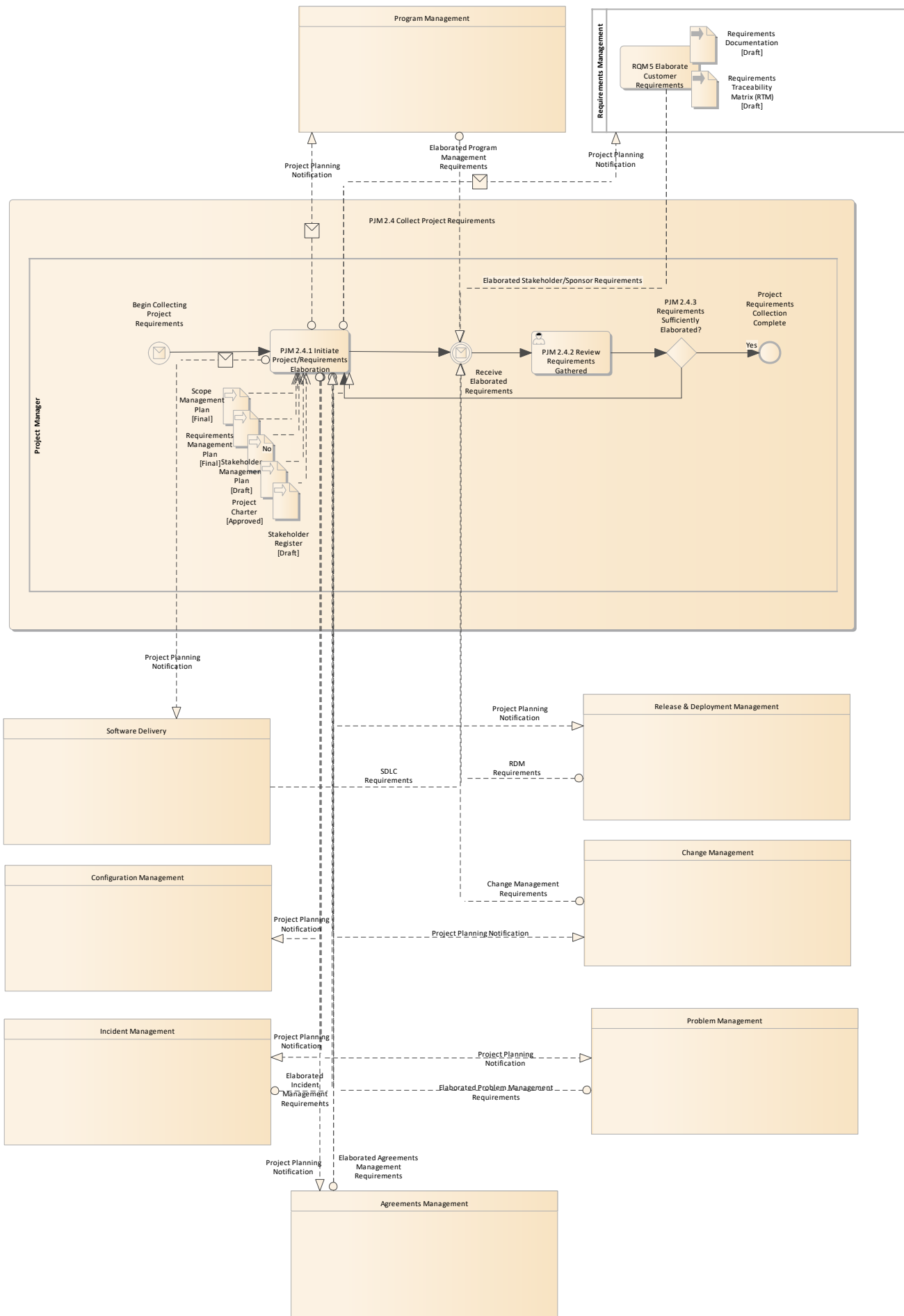
PJM 2.4 Collect Project Requirements (*Activity*)

The Project Manager is responsible for working with the Business Analyst, Project Team, and stakeholders for coordinating, elaborating, understanding, and managing all stakeholder needs and requirements to meet project objectives. Project Requirements may be documented in one or more requirements documents and a Requirements Traceability (RTM) document. Once the Project Manager is satisfied with the requirements documents, the documents are finalized.

Both an example Requirements Document and a Requirements Traceability Matrix (RTM) can be found on the PM CoE SharePoint Site

(<https://dhra.deps.mil/dod/dhrahq/sites/dmdc/bizproc/disciplines/projmgmt/Documents/Forms/AllItems.aspx>)

PJM 2.4 Collect Project Requirements



PJM 2.4.1 Initiate Project/Requirements Elaboration (Activity)

The Project Planning Kick-Off will initiate the Project Planning activities that need to be coordinated with the 1 - n capability areas (e.g., Requirements Management, Service Delivery, etc.).

This will provide an opportunity to bring all impacted stakeholders and/or stakeholder groups together and begin the process of identifying all requirements that need to be considered in the planning phase for the project to succeed.

For example, this may include coordinating with Change Management to have a master Change Request (CR) created so that all CRs going forward for the project will relate back to the master CR. This will allow the Change Management team to more efficiently support the project during the execution phase.

PJM 2.4.2 Review Requirements Gathered (Activity)

The Project Manager reviews the elaborated requirements provided from each business process / capability area reviews to determine when the requirements have been sufficiently elaborated for the project.

PJM 2.4.3 Requirements Sufficiently Elaborated? (Gateway)

If the Project Manager determines that the requirements have been sufficiently elaborated, then the process will proceed to *Project Requirements Collection Complete*.

If the Project Manager determines that the requirements have been sufficiently elaborated, then the process will proceed to *Initiate Project/Requirements Elaboration*.

This process will continue to loop back to PJM 2.3.1 until the Project Manager is satisfied that the project requirements have been sufficiently elaborated.

RQM 5 Elaborate Customer Requirements (Activity)

Refer to Requirements Management Process Handbook for additional process details.

Until such a time as this part of the Project/Requirements elaboration is further defined, the Project Manager will initiate and facilitate as needed, the elaboration of requirements until requirements have been sufficiently elaborated to complete this step of the Project Management Planning process.

The Project Manager may coordinate with the Requirement Management business process to elaborate the products and services requirements to be provided to the customer.

At the discretion of the Project Manager, the process of collecting/elaborating requirements may include interviews, workshops, and other tools and techniques as deemed appropriate by the Project Manager.

PJM 2.5 Define Scope (Activity).

The Project Manager will coordinate with project stakeholders as needed to coordinate and define the description of the scope of the product, service, or result boundaries based on the project requirements collected. The Project Manager will document the scope description in the Project Scope Statement, which can be found on the PM CoE SharePoint Site

(<https://dhra.deps.mil/dod/dhrahq/sites/dmdc/bizproc/disciplines/projmgmt/Documents/Forms/AllItems.aspx>)

PJM 2.6 Create WBS (Activity)

The Project Manager is responsible for creating a deliverable-oriented *Work Breakdown Structure (WBS)* based on the project requirements and scope of work to be completed under the duration of the project. The WBS will include a breakdown of the project deliverables and associated project work into manageable

components of work. The expectation of the WBS is that it will provide a high level structured overview of what components of work need to be included in the project and the identification of deliverables associated with each component of project work. A standard WBS template can be found on the PM CoE SharePoint Site

(<https://dhra.deps.mil/dod/dhrahq/sites/dmdc/bizproc/disciplines/projmgmt/Documents/Forms/AllItems.aspx>)

PJM 2.7 Plan Schedule Management (Activity)

The Project Manager is responsible for creating a *Schedule Management Plan* which establishes the process for governing the schedule and any associated procedures for planning, developing, managing, executing, and controlling the project schedule.

The Schedule Management Plan is documented in the Project Management Plan which can be found on the PM CoE SharePoint Site

(<https://dhra.deps.mil/dod/dhrahq/sites/dmdc/bizproc/disciplines/projmgmt/Documents/Forms/AllItems.aspx>)

PJM 2.8 Define Activities (Activity)

The Project Manager is responsible for working with the project stakeholders to understand, define, and document a comprehensive list of activities and milestones with associated attributes and specific actions that must be completed to produce the project deliverables and the required outcome of the project in terms of the final product, service, or result.

Both the Activity List and Milestone List can be found on the PM CoE SharePoint Site

(<https://dhra.deps.mil/dod/dhrahq/sites/dmdc/bizproc/disciplines/projmgmt/Documents/Forms/AllItems.aspx>)

PJM 2.9 Sequence Activities (Activity)

Once the initial set of activities and milestones have been identified and defined, then the Project Manager will work with the project stakeholders to make sure that the *sequence of the activities* and milestones is correctly articulated. The sequencing of activities and milestones can be performed in the Activity and Milestone Lists, respectively.

PJM 2.10 Estimate Activity Resources (Activity)

After the activities have been identified and defined and sequenced, then the Project Manager will work with the project stakeholders to make sure that the appropriate type of resources are identified. Resource estimates may be documented in the Activity List used for PJM 2.8 Define Activities.

PJM 2.11 Estimate Activity Durations (Activity)

After the activities have been identified, defined, sequenced, and estimated, then the Project Manager will work with the project stakeholders to estimate durations for each activity. Duration estimates may be documented in the Activity List used for PJM 2.8 Define Activities.

PJM 2.12 Develop Schedule (Activity)

The Project Manager will use all of the inputs gathered from the work breakdown structure decomposition step and the activity and milestone definition steps develop the initial baseline schedule for the project. A variety of schedule templates can be found on the PM CoE SharePoint Site

(<https://dhra.deps.mil/dod/dhrahq/sites/dmdc/bizproc/disciplines/projmgmt/Documents/Forms/AllItems.aspx>)

Note: Once the project schedule has been developed and finalized, it should then be uploaded to Microsoft Project Server and then published to Microsoft Project Center. Once published the Project Center, the Project Manager should baseline the project schedule. Refer to the Project

Center documentation found on the PM CoE SharePoint Site

(<https://dhra.deps.mil/dod/dhrahq/sites/dmdc/bizproc/disciplines/projmgmt/Documents/Forms/AllItems.aspx>) to follow the steps to upload and publish the project schedule to Project Center.

PJM 2.13 Plan Cost Management *(Activity)*

The Project Manager is responsible for preparing a Cost Management Plan to establish the documented policies, procedures, and governance for planning, managing, expending, and controlling project costs.

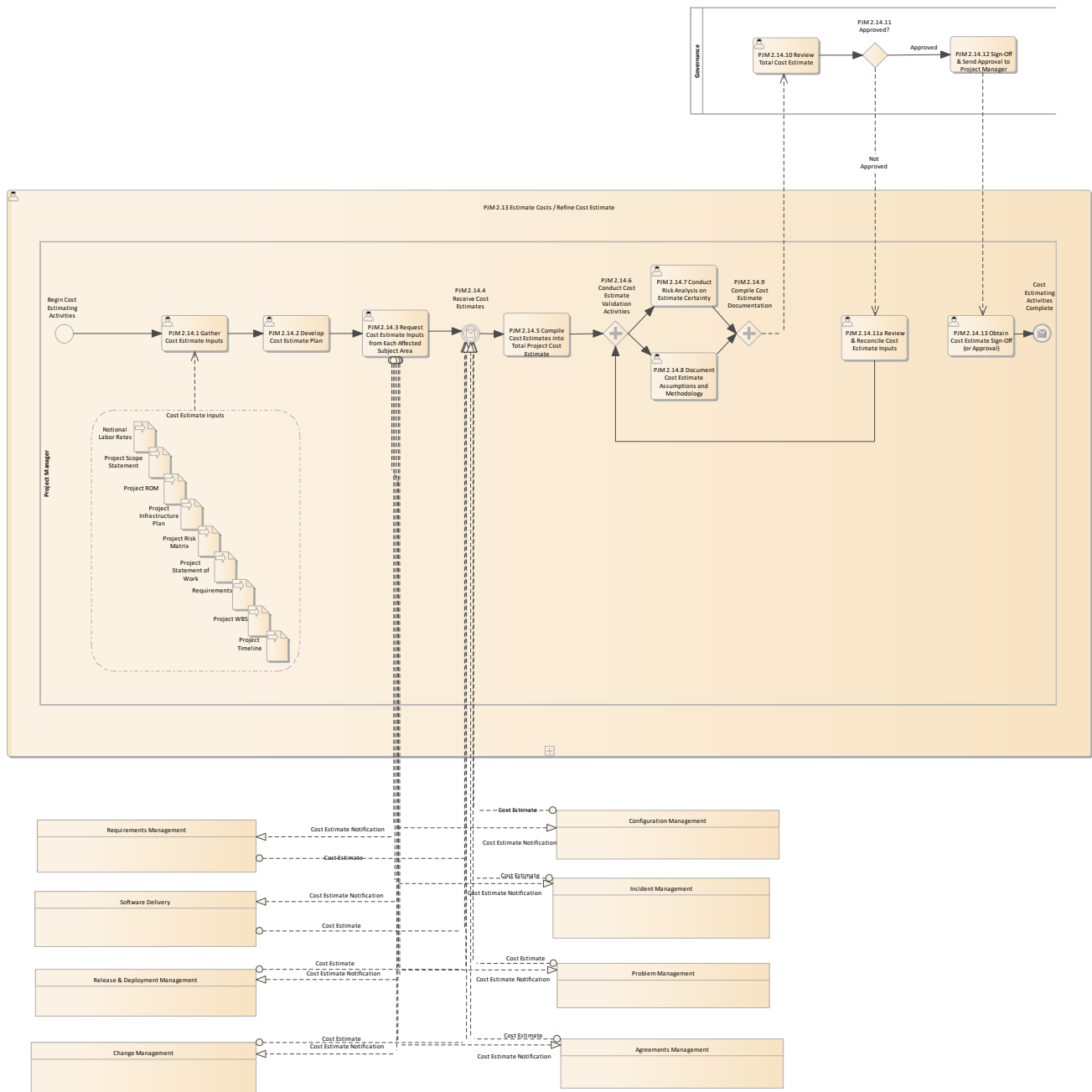
The Cost Management Plan is documented in the Project Management Plan which can be found on the PM CoE SharePoint Site

(<https://dhra.deps.mil/dod/dhrahq/sites/dmdc/bizproc/disciplines/projmgmt/Documents/Forms/AllItems.aspx>)

PJM 2.14 Estimate Costs / Refine Cost Estimate *(Activity)*

As part of the cost component of each project, the Project Manager will review and refine the estimated costs of the project. Refer to the sub-process for supplemental details for this step of the planning process.

PJM 2.14 Estimate Costs / Refine Cost Estimate



PJM 2.13 Estimate Costs / Refine Cost Estimate Diagram

PJM 2.14.1 Gather Cost Estimate Inputs (Activity)

The Project Manager will work with project stakeholders to *gather cost estimate inputs* to develop or more completely provide an accurate cost estimate that encompasses all aspects of the project, including hardware, software, labor, travel, and any other associated cost figures.

PJM 2.14.2 Develop Cost Estimate Plan (Activity)

The Project Manager will follow relevant DMDC/DHRA guidance and established procedures and guidance for developing a cost estimate based on the DMDC Cost Estimate Statement of Procedures (SOP).

PJM 2.14.3 Request Cost Estimate Inputs from Each Affected Subject Area (Activity)

The Project Manager will work with subject matter experts (SMEs) from each DMDC Directorate as needed to incorporate specific cost components into estimate.

PJM 2.14.5 Compile Cost Estimates into Total Project Cost Estimate (Activity)

The Project Manager will compile the SME-derived cost estimates into a larger project estimate.

PJM 2.14.6 Conduct Cost Estimate Validation Activities (Gateway)

The Project Manager will *conduct cost estimate validation activities* includes working concurrently on the risk analysis for estimate uncertainty and documenting the cost estimate assumptions and methodology.

PJM 2.14.7 Conduct Risk Analysis on Estimate Certainty (Activity)

Based on confidence levels provided by SMEs, the Project Manager will identify and document risks associated with producing a cost estimate, and build in an acceptable cost variance into the estimate, identifying the variance as such.

PJM 2.14.8 Document Cost Estimate Assumptions and Methodology (Activity)

In the cost estimate, the Project Manager may notate any assumptions made, and reference the Estimate Plan methodology for transparency.

PJM 2.14.9 Compile Cost Estimate Documentation (Gateway)

The Project Manager will *compile the cost estimate documentation* to represent the analyses and documentation required to complete the cost estimate documentation work.

PJM 2.14.10 Review Total Cost Estimate (Activity)

The Project Manager will review the total cost estimate, including estimate the methodology.

PJM 2.14.11 Approved? (Gateway)

If the Total Cost Estimate is approved, then the Governance committee may proceed to signing off on the Total Cost Estimate.

If the Total Cost Estimate is not approved, then the Governance committee will return the cost estimate to the Project Manager to review and reconcile any issues identified by the Governance committee.

PJM 2.14.11a Review & Reconcile Cost Estimate Inputs (Activity)

The Project Manager will review the available project funding, and compare against estimated project costs, making adjustments as needed (e.g. requesting more/less project funding, or modifying scope/quality/timeline to meet budget).

PJM 2.14.12 Sign-Off & Send Approval to Project Manager (Activity)

The Governance committee will give the final approval to the project team to use the cost estimate as currently constructed.

PJM 2.14.13 Obtain Cost Estimate Sign-Off (or Approval) (Activity)

Obtain Cost Estimate Sign-Off (or Approval) represents the Project Managers receipt of the signed off (or Approved) Total Cost Estimate from the Governance committee.

PJM 2.15 Determine Budget (Activity)

Once the cost estimate has been reviewed and refined the Project Manager will *determine the budget* baseline based on the aggregated estimated costs of the work. This will be used to establish an authorized cost baseline for the project as well as the funding requirements.

Note: The Rough Order of Magnitude (ROM) Cost Estimate should be used by Government personnel to establish project costs. The template for this should be provided in the initial Requirements Package approved by the Requirements Review Board. In the event no cost estimate was provided, the Project Manager should contact the Project Management Process Manager or the Requirements Process Manager to obtain a copy of the latest cost estimate template.

PJM 2.16 Plan Quality Management (Activity)

The Project Manager will develop a *Quality Management Plan* to document the identifying quality requirements and expected standards for the project and its deliverables.

The Quality Management Plan is documented in the Project Management Plan which can be found on the PM CoE SharePoint Site

(<https://dhra.deps.mil/dod/dhrahq/sites/dmdc/bizproc/disciplines/projmgmt/Documents/Forms/AllItems.aspx>)

PJM 2.17 Plan Human Resource Management (Activity)

The Project Manager will develop a *Human Resource Management Plan* to identify the project roles, responsibilities, required skills, reporting relationships, and the associated staffing management plan.

The Human Resources Management Plan is documented in the Project Management Plan which can be found on the PM CoE SharePoint Site

(<https://dhra.deps.mil/dod/dhrahq/sites/dmdc/bizproc/disciplines/projmgmt/Documents/Forms/AllItems.aspx>)

PJM 2.18 Plan Communications Management (Activity)

The Project Manager will develop a *Communications Management Plan* document the strategy and plan for managing project communications based on stakeholder's needs and requirements.

The Communications Management Plan is documented in the Project Management Plan which can be found on the PM CoE SharePoint Site

(<https://dhra.deps.mil/dod/dhrahq/sites/dmdc/bizproc/disciplines/projmgmt/Documents/Forms/AllItems.aspx>)

PJM 2.19 Plan Risk Management (Activity)

The Project Manager will develop a *Risk Management Plan* to document how risk management will be conducted on the project.

The Risk Management Plan is documented in the Project Management Plan which can be found on the PM CoE SharePoint Site

(<https://dhra.deps.mil/dod/dhrahq/sites/dmdc/bizproc/disciplines/projmgmt/Documents/Forms/AllItems.aspx>)

PJM 2.20 Identify Risks (Activity)

The Project Manager will take time at the beginning of the project to *identify risks* as well as add newly identified risks during the duration of the project. All risks will be documented in the projects Risk Log.

The Risk Log template can be found on the PM CoE SharePoint Site

(<https://dhra.deps.mil/dod/dhrahq/sites/dmdc/bizproc/disciplines/projmgmt/Documents/Forms/AllItems.aspx>)

PJM 2.21 Perform Qualitative Risk Analysis (Activity)

As needed, the Project Manager will work with the team and stakeholders to *Perform Qualitative Risk Analysis* by assessing and combining their probability of occurrence and impact.

Details of the Qualitative Risk Analysis should be documented in the Risk Log.

PJM 2.22 Perform Quantitative Risk Analysis (Activity)

As needed, the Project Manager will work with the team and stakeholders to *Perform Quantitative Risk Analysis* by numerically analyzing the effect of identified risks on overall project objectives.

Details of the Quantitative Risk Analysis should be documented in the Risk Log.

PJM 2.23 Plan Risk Responses (Activity)

As needed, the Project Manager will work with the team and stakeholders to *Plan Risk Responses* by identifying and developing risk mitigation options and actions to enhance opportunities and to reduce threats to project objectives. As needed risks will be escalated to engage leadership as needed.

Details of Risks Responses should be documented in the Risk Log.

PJM 2.24 Plan Procurement Management (Activity)

The Project Manager will develop a *Procurement Management Plan* the documents how project procurement decisions will be made and the procurement approach.

The Procurement Management Plan is documented in the Project Management Plan which can be found on the PM CoE SharePoint Site

(<https://dhra.deps.mil/dod/dhrahq/sites/dmdc/bizproc/disciplines/projmgmt/Documents/Forms/AllItems.aspx>)

PJM 2.26 Plan Stakeholder Management (Activity)

The Project Manager will develop a *Stakeholder Engagement Plan* that documents stakeholder management strategies to effectively engage stakeholders throughout the project life cycle.

The Stakeholder Engagement Plan is documented in the Project Management Plan which can be found on the PM CoE SharePoint Site

(<https://dhra.deps.mil/dod/dhrahq/sites/dmdc/bizproc/disciplines/projmgmt/Documents/Forms/AllItems.aspx>)

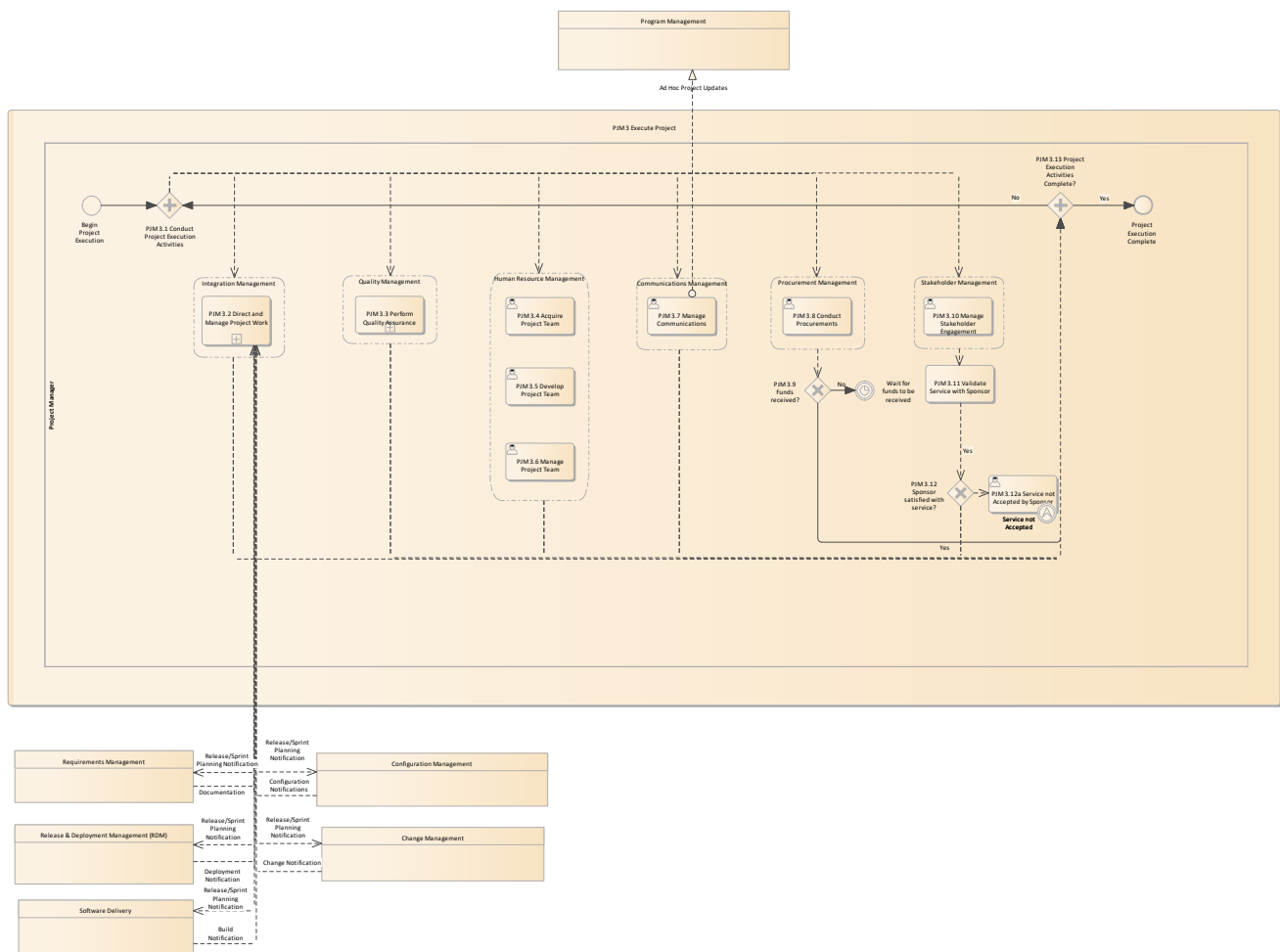
PJM 2.28 Create Decision Package (Activity)

The Project Manager will assemble all planning documents and *Create a Decision Package* to represent the completion of all outputs from the planning process.

PJM 2.27 Planning Activities Complete? (Gateway)

Denotes multiple planning activities concluding.

PJM 3 Execute Project



PJM 3 Execute Project Diagram

PJM 3.1 Execute Project Diagram

PJM 3.1 Conduct Project Execution Activities (*Gateway*)

Denotes multiple execution activities being performed in parallel.

PJM 3.2 Direct and Manage Project Work (*Activity*)

The Project Manager will spend a majority of each project focused on ensuring that all work is managed and synchronized for the successful execution of all project deliverables.

If needed, the Project Manager will document opportunities or threats and associated impacts in the Issue Log. In addition, the Project Manager may work with the team to document lessons learned during the project in the Lessons Learned Log. Both the Issue Log and Lessons Learned Log can be found on the PM CoE SharePoint Site

(<https://dhra.deps.mil/dod/dhraq/sites/dmdc/bizproc/disciplines/projmgmt/Documents/Forms/AllItems.aspx>)

PJM 3.3 Perform Quality Assurance (Activity)

The Project Manager will *Perform Quality Assurance* as a routine part of auditing the quality requirements and the results of the project. Overall project quality will be documented in the Quality Audit Report and any product specific quality audits will be documented in the Test and Evaluation Report.

Both the Quality Audit Report and Test and Evaluation Report can be found on the PM CoE SharePoint Site (<https://dhra.deps.mil/dod/dhrahq/sites/dmdc/bizproc/disciplines/projmgmt/Documents/Forms/AllItems.aspx>)

PJM 3.4 Acquire Project Team (Activity)

As needed, the Project Manager will work with stakeholders to *acquire the Project Team* by confirming resource availability and obtaining the resources necessary to complete project work.

Note: The Project Team is typically supplemented via contracted workforce. As such, the work to acquire the Project Team is managed by the vendor.

PJM 3.5 Develop Project Team (Activity)

As needed, the Project Manager will work to *develop the Project Team* by working to improve team member skills, interactions, and the overall team environment to increase the likelihood of project success. Developing the individual Project Team members may only be performed Civilian to Civilian or Contractor to Contract. Typical Project Team development may occur via coaching, mentoring, performance evaluation, etc. These are dependent on the vendor and whether or not the Project Team member is Civilian or Contractor.

PJM 3.6 Manage Project Team (Activity)

As needed, the Project Manager will *Manage Project Team* to ensure that the team is sufficiently collaborating and synchronized on work activities to include, providing feedback, resolving issues, and managing team changes to optimize project performance.

PJM 3.7 Manage Communications (Activity)

As needed, the Project Manager will *Manage Communications* per the Communications Management Plan.

Communications are considered to be a normal component of work. As such, there are no specified communications templates unless specified by a project stakeholder or a contract deliverable.

PJM 3.8 Conduct Procurements (Activity)

As needed, the Project Manager will work with the appropriate Business Manager and Contracting Officer Representatives (COR) to *Conduct Procurements* to include, development of performance work statement or statement of work and market research through contract award.

All required procurement templates will be provided by the Business Manager and Contracting Officer Representatives (COR) specific to the nature of the procurement required.

PJM 3.9 Funds received? (Gateway)

If funds have not been received, project procurements may be delayed or may need to be delayed.

PJM 3.10 Manage Stakeholder Engagement (Activity)

As needed, the Project Manager will *Manage Stakeholder Engagement* through periodic communications and working with stakeholders to meet their needs/expectations, address issues as they occur, and foster appropriate stakeholder engagement. Communication is the key to stakeholder engagement and may occur via a variety of methods. It is up to the Project Manager to determine the methods that best suit the stakeholders to be engaged and to work with them accordingly.

Communications for stakeholder engagement are considered to be a normal component of work. As such, there are no specified communications templates.

PJM 3.11 Validate Service with Sponsor *(Activity)*

As part of regular stakeholder engagement the Project Manager should be periodically validate the Sponsors satisfaction with the interim product, service, and/or result to be transitioned upon project close.

PJM 3.12 Sponsor satisfied with service? *(Gateway)*

If the interim product, service, and/or result to be transitioned upon project close, then the Sponsor may not accept the final product, service, and/or result to be transitioned upon project close.

If the Sponsor is satisfied with the interim product, service, and/or result to be transitioned upon project close, then the project may proceed as planned.

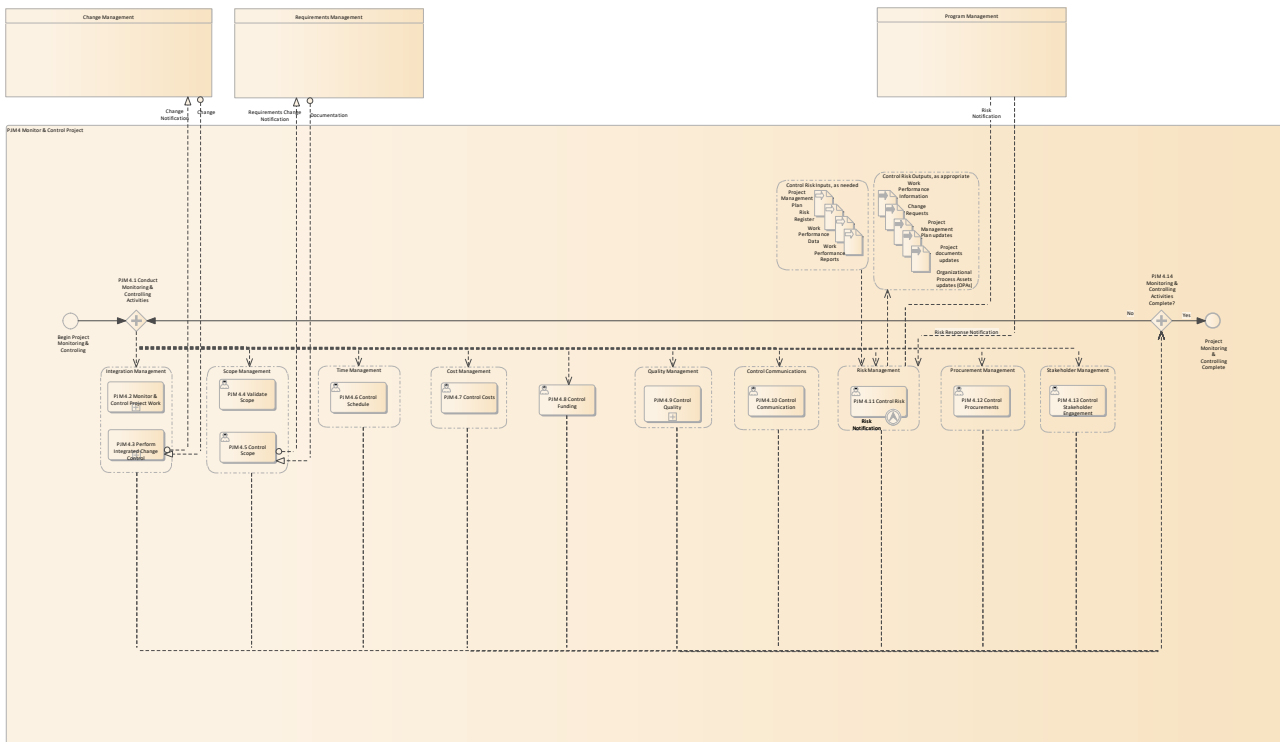
PJM 3.12a Service not Accepted by Sponsor *(Activity)*

If the Sponsor is not satisfied with the interim product, service, and/or result to be transitioned upon project close, then the Project Manager should address this issue as early as possible.

PJM 3.13 Project Execution Activities Complete? *(Gateway)*

Denotes multiple execution activities concluding.

PJM 4 Monitor & Control Project



PJM 4 Monitor & Control Project Diagram

PJM 4.1 Conduct Monitoring & Controlling Activities (*Gateway*)

Denotes multiple monitoring and controlling activities being performed in parallel.

PJM 4.2 Monitor & Control Project Work (*Activity*)

The Project Manager will *Monitor & Control Project Work* through regular tracking, reviewing, and reporting of project progress based on the performance objectives defined in the project management plan.

As needed or as specified in the Project Management Plan, the Project Manager will complete a Project Performance Report. The Project Performance Report template can be found on the PM CoE SharePoint Site (<https://dhra.deps.mil/dod/dhrahq/sites/dmdc/bizproc/disciplines/projmgmt/Documents/Forms/AllItems.aspx>)

PJM 4.3 Perform Integrated Change Control (*Activity*)

The Project Manager will coordinate with the appropriate stakeholders to *Perform Integrated Change Control* as needed.

If the changes are contractual in nature, then the Project Manager will contact the BM and/or COR to coordinate approval or rejection of any changes requested. Any templates required will be provided by the BM or COR.

PJM 4.4 Validate Scope (*Activity*)

The Project Manager will periodically *validate scope* by coordinating the formal acceptance of completed project deliverables.

Evaluation of deliverables will be performed by the Project Manager and/or Product Manager in the Deliverable Evaluation Checklist. The template can be found on the PM CoE SharePoint Site

(<https://dhra.deps.mil/dod/dhraq/sites/dmdc/bizproc/disciplines/projmgmt/Documents/Forms/AllItems.aspx>)

PJM 4.5 Control Scope (Activity)

The Project Manager will work with stakeholders as needed to *control scope* which includes monitoring the status of the project and product scope and managing changes to scope baseline.

If the changes are contractual in nature, then the Project Manager will contact the BM and/or COR to coordinate approval or rejection of any changes requested. Any templates required will be provided by the BM or COR.

PJM 4.6 Control Schedule (Activity)

The Project Manager will work with stakeholders as needed to *control the schedule* by regularly monitoring the status of project activities, gathering updates on project progress, and managing changes to the schedule baseline.

PJM 4.7 Control Costs (Activity)

The Project Manager will work with appropriate stakeholders as needed to *control costs* during the duration of the project. This includes monitoring the status of the project costs and managing changes to the cost baseline.

PJM 4.8 Control Funding (Activity)

The Project Manager will work with appropriate stakeholders to *control project funding*. This includes monitoring the status of funds for the project and making sure that sufficient funds are available to cover the costs of the project.

PJM 4.9 Control Quality (Activity)

The Project Manager will work with appropriate stakeholders to *control quality*. This includes monitoring and documenting the results of contractor performance and providing feedback to the Business Manager or Contracting Officer Representative (COR).

Template:

Typically, feedback on contractor performance (including quality) is provided in a Contractor Performance Assessment Report (CPAR). The CPAR will be provided by the BM or COR.

PJM 4.10 Control Communication (Activity)

The Project Manager will work with stakeholders as needed to *control communications*. This includes monitoring and controlling the quantity and quality of formal and informal communications throughout the life of the project to ensure that stakeholders remain informed and that their needs are being met.

Communications are considered to be a normal component of work. As such, there are no specified communications templates.

PJM 4.11 Control Risk (Activity)

The Project Manager will regularly examine the Risk Log and work with stakeholders as needed to *control risks*. Typically, this includes regular reviews of existing risks, the identification of new risks, and then implementing risk responses (e.g., steps to mitigate and/or escalate). The Project Manager will periodically audit the Risk Log to ensure that risks are not become stale.

The Project Manager will document their audit of the Risk Log in the Project Risk Audit Report. The Project Risk Audit Report template may be found on the PM CoE site

(<https://dhra.deps.mil/dod/dhrahq/sites/dmdc/bizproc/disciplines/projmgmt/Documents/Forms/AllItems.aspx>)

PJM 4.12 Control Procurements (Activity)

The Project Manager will work with Business Managers and Contracting Officer Representatives to *control procurements*. This includes managing contractor relationships, monitoring contract performance, and making changes and corrections to contracts as appropriate.

The Project Manager will notify the BM and/or COR that all deliverables have been received and will work with the BM and/or COR to support any required process (e.g., CPAR) to support the close of all procurements related to the project. Any templates required will be provided by the BM or COR.

PJM 4.13 Control Stakeholder Engagement (Activity)

The Project Manager will work with the team and stakeholders as needed to *control Stakeholder Engagement* for the duration of the project. This includes monitoring overall project stakeholder relationships and adjusting engagement strategies and plans for engaging stakeholders as needed.

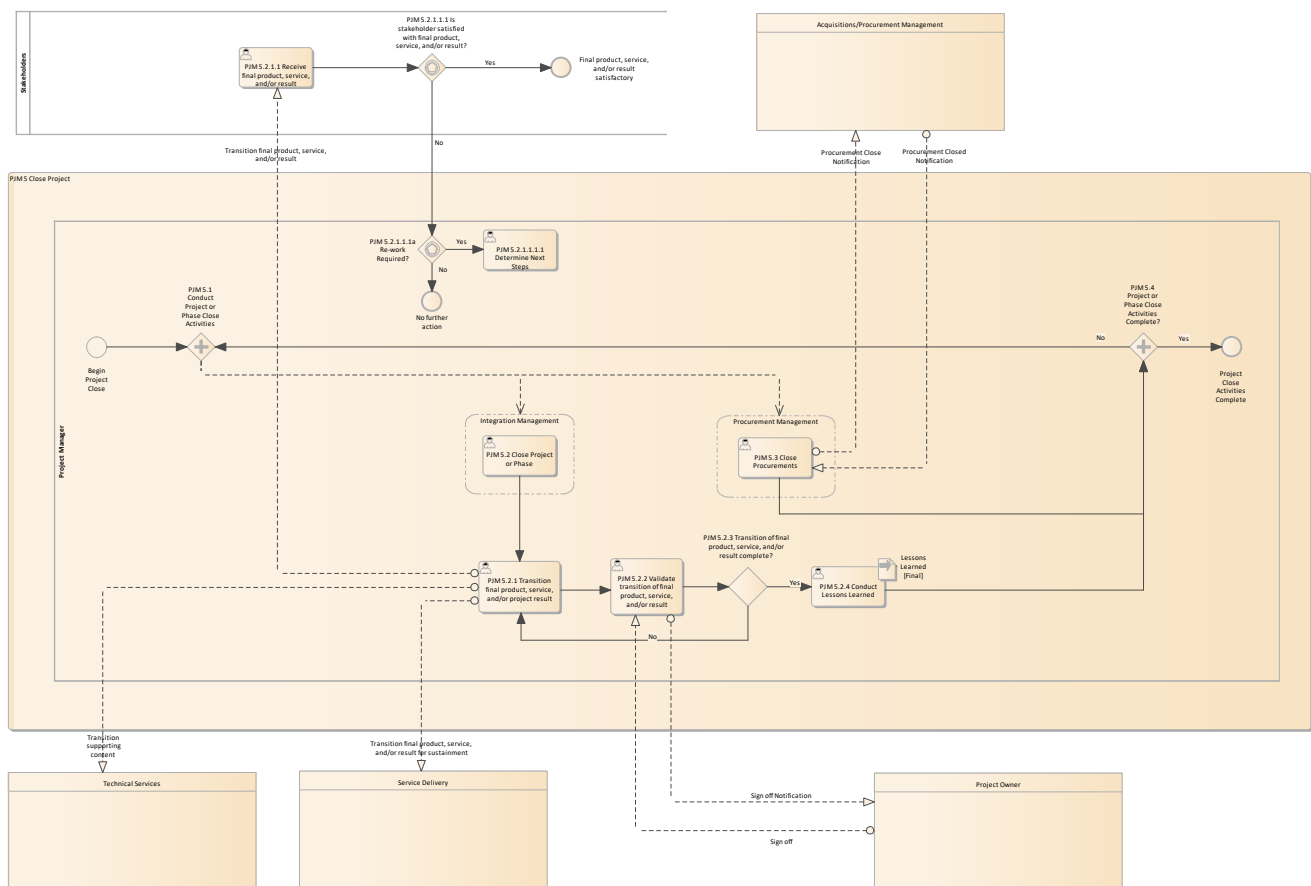
Communication is the key to stakeholder engagement and may occur via a variety of methods. It is up to the Project Manager to determine the methods that best suit the stakeholders to be engaged and to work with them accordingly.

Communications for stakeholder engagement are considered to be a normal component of work. As such, there are no specified communications templates.

PJM 4.14 Monitoring & Controlling Activities Complete? (Gateway)

Denotes multiple monitoring and controlling activities concluding.

PJM 5 Close Project



PJM 5 Close Project Diagram

PJM 5.1 Conduct Project or Phase Close Activities (*Gateway*)

Denotes multiple close activities being performed in parallel.

PJM 5.2 Close Project or Phase (*Activity*)

The Project Manager will officially close the project once all close activities are complete. The Project Manager will use the Project Close Checklist to document an assessment of whether the project objectives were met and document a clear assessment that key elements of the project have been sufficiently satisfied prior to the formal close-out of the project.

Template:

<https://dhra.deps.mil/dod/dhrahq/sites/dmdc/bizproc/disciplines/projmgmt/Documents/Forms/AllItems.aspx>

PJM 5.2.1 Transition final product, service, and/or project result (*Activity*)

The Project Manager will work with the team and appropriate stakeholders to *Transition the final product, service, and/or project result* to the appropriate groups.

PJM 5.2.1.1 Receive final product, service, and/or result (*Activity*)

The Project Manager will validate receipt of *the final product, service, and/or project result* by the appropriate groups.

PJM 5.2.1.1.1 Is stakeholder satisfied with final product, service, and/or result? (Gateway)

If the stakeholder is satisfied with the final product, service, and/or result, then the Project Manager will proceed with the assumption that, Yes, the final product, service, and/or result was deemed satisfactory to the stakeholder.

If the stakeholder is not satisfied with the final product, service, and/or result, then the Project Manager will proceed with the assumption that, No, the final product, service, and/or result was not deemed satisfactory to the stakeholder. At this point the Project Manager will determine if re-work is required.

Previously "Deliverable(s) Accepted?"

PJM 5.2.1.1.1a Re-work Required? (Gateway)

At this point, the Project Manager will assess whether re-work is required.

If Yes, then the Project Manager will need to determine the appropriate next steps for the project.

If No, then no further action is required.

PJM 5.2.1.1.1.1 Determine Next Steps (Activity)

If re-work of the final product, service, and/or result was deemed appropriate, then the Project Manager will need to engage in the process of determining the appropriate next steps for how to address the required re-work.

Previously "Project Management Process - Planning"

PJM 5.2.2 Validate transition of final product, service, and/or result (Activity)

Validate transition of final product and/or service is the process of validating that all items that should have been delivered have been delivered.

PJM 5.2.3 Transition of final product, service, and/or result complete? (Gateway)

If the Project Manager has determined that *yes*, the final product, service, and/or result has been transitioned, then the Project Manager may proceed to documenting the lessons learned.

If the Project Manager has determined that *No*, the final product, service, and/or result has not been transitioned, then the Project Manager should return to *PJM 5.2 to Transition final product, service, and/or project result* until the Project Manager and customers have determined that the project has been sufficiently transitioned.

PJM 5.2.4 Conduct Lessons Learned (Activity)

The Project Manager works with the team to gather and document *Lessons Learned* during the project. The Project Manager may document things that went well, things that could be improved and how, and things that led to unnecessary project risks.

Template:

<https://dhra.deps.mil/dod/dhrahq/sites/dmdc/bizproc/disciplines/projmgmt/Documents/Forms/AllItems.aspx>

PJM 5.3 Close Procurements (Activity)

The Project Manager will work with the Business Manager and/or the Contracting Officer Representative (COR) to close procurements based on the requirements of the Contracting Office used.

Template:

N/A – If required, templates should be provided by the Business Manager and/or the Contracting Officer Representative (COR)

PJM 5.4 Project or Phase Close Activities Complete? (*Gateway*)

Denotes multiple close activities concluding.

Meetings

Regular meetings will be determined in a later version of the Requirements Management Process Handbook; as DMDC continues to integrate the Business Processes.

Key Roles and Responsibilities

A **role** within the Actor column of the tables above refers to a set of connected behaviors or actions that are performed by a person, team or group in a specific context. Process roles are defined by the set of responsibilities, activities and authorities granted to the designated person, team or group.

Some process roles may be full-time jobs while others are a portion of a job. One person or team may have multiple roles across multiple processes. Caution is given to combining roles for a person, team or group where separation of duties is required. For example, there is a conflict of interest when a software developer is also the independent tester for his or her own work.

Regardless of the scope, role responsibilities should be agreed to by line management and incorporated into existing job descriptions and/or included in yearly objectives. Once roles are assigned, the assignees must be empowered to execute the role activities and given the appropriate authority for holding other people accountable.

All roles and designated person(s), team(s), or group(s) should be clearly communicated across the organization. This should encourage or improve collaboration and cooperation for cross-functional process activities.

Roles associated with the Project Management process are defined in the context of the management function and are not intended to correspond with organizational job titles.

Boards and committees are also defined in terms of the roles they play and responsibilities they have in the context of the Project Management process.

Role	Definition
Process Owner	This role is accountable for the overall wellbeing of the Project Management process.
Responsibilities	
<ul style="list-style-type: none"> Facilitating Continuous Process Improvements (CPI) Implementing process improvements Creating process reports for the quarterly Project Management Board Meetings Presenting agenda items at the quarterly Project Management Board Meetings 	
1. Process Manager	2. This role is accountable for managing all the activities of the Project Management process. This individual focuses on the process as a whole more than on any individual change.
3. Responsibilities	
<ul style="list-style-type: none"> Review and accepting or rejecting submitted Project Management Business Process Deliverables Scheduling/hosting the quarterly Project Management Board Meetings Escalating Project Management Business Process issues to the Process Champion 	
4. Project Manager	5. This role is accountable for managing the project.
6. Responsibilities	
<ul style="list-style-type: none"> Creating, maintaining, and submitting Project Management Business Process Deliverables to the Process Manager or Process Manager delegate for acceptance Coordinating all process issues/concerns/questions with the Process Manager and the Process Owner Working with the project teams (i.e., Business Analysts, Developers, etc.) to complete projects Interfacing with other processes (i.e., Change Management, Resource Management, Service Delivery Assurance, etc.) Providing final acceptance of project's completion status 	
7. Business Analyst	8. This role is accountable for requirements elaboration.
9. Responsibilities	
<ul style="list-style-type: none"> Composing a Requirements Package with consolidated requirements and a Rough Order of Magnitude (ROM) 	

Role	Definition
	<ul style="list-style-type: none"> Producing clear descriptions of the project objectives, including reasons that the specific project is the best means of achieving those objectives, indicating communication and high-level resource needs Creating the Communications Plan and refining the cost estimate
10. Business Manager	11. Description. 12. Responsibilities <ul style="list-style-type: none"> Identifying procurements needed and following Resource Management-defined process to initiate procurements Closing procurements in accordance with contract procedures and DHRA/DMDC guidelines Resource management activities to ensure sufficient funding continues for project activities
13. Governance Boards	14. The various governance boards within DMDC provide decision making authority during the Project Management process. 15. Responsibilities <ul style="list-style-type: none"> Canceling or adjusting new project parameters Reviewing and approving the total cost estimate and methodology
Stakeholders	The various stakeholders (Internal or external to DMDC) with a vested interest in the project.
	Responsibilities <ul style="list-style-type: none"> Determining acceptance of the acquisition/contract deliverables and ensuring that acquisition/contract project deliverables meet original project objectives regarding scope, quality, and timing
Service Delivery Subject Matter Expert (SME)	This role is the specialist from the Service Delivery Directorate. There are other SMEs for each of the five Directorates within the DSDM.
	Responsibilities <ul style="list-style-type: none"> Following DMDC/DHRA procurement and acquisition requirements Managing contractor performance of project objectives
Technical Services Subject Matter Expert (SME)	This role is the specialist from the Technical Services Directorate. There are other SMEs for each of the five Directorates within the DSDM.
	Responsibilities <ul style="list-style-type: none"> Transitioning responsibilities to DMDC Technical Services Directorate for infrastructure maintenance and O&M

RACI Authority Matrix

Refer to RACI matrix in Position Book.

The purpose of the Responsible, Accountable, Consulted, and Informed (RACI) matrix is to document the activities and roles and sufficiently define the Responsible, Accountable, Consulted, Informed participation level. This authority matrix identifies high-level process activities that can be associated with key roles. This table is to be leveraged to create and map specific activities to specific DMDC ITSM organizational roles.

The RACI Authority Matrix will be determined in a later version of the Project Management Process Handbook; as DMDC continues to integrate the Business Processes.

Performance Metrics

The following table describes recommended measures for the Project Management process.

Critical Success Factors

1. Integrate project management process with DMDC's business processes
2. Deliver services on time, on budget, and right the first time
3. Document processes for Project Management and Cost Estimating
4. Standard processes and templates are easy to find and adopt

Key Performance Indicator 1

1. Rate of services delivered on time

How efficiently is DMDC delivering services – through successfully completing projects on time?

Supports CSF #2

Desired trend: Upwards - increasing

Calculation: total projects delivered on time in past year / total projects completed in past year

Data source: DMDC Project Dashboard (under construction)

Key Performance Indicator 2

2. Rate of standard template adoption

How many DMDC projects are leveraging standard project management templates?

Supports CSF #4

Desired trend: Upwards - increasing

Calculation: total projects using standard templates / total projects ongoing

Data source: DMDC Project Dashboard (under construction)

Key Performance Indicator 3

3. Rate of process adoption

How many DMDC projects are following the redesigned Project Management Process?

Supports CSF #1 and CSF #3

Desired trend: Upwards - increasing

Calculation: total projects following redesigned process / total projects ongoing

Data source: DMDC Project Dashboard (under construction)

Enterprise Information Technology Services II (EITS II)
DHA HCI III
Order ID: 47QFMA18K0030-0017/ID03180056013
Pricing/Staffing Template

[illegible]

Defense Manpower Data Center (DMDC)
Enterprise Information Technology Services (EITS) II
Labor Categories

****Note:** Highlighted rows indicate new labor categories.

Knowledge/Skill Levels			
Skill Level	Knowledge/Skill Description	Minimum Years Experience	Education or Training

(b) (4)

(b) (4)

(b) (4)

(b) (4)

(b) (4)

(b) (4)

(b) (4)

(b) (4)

Enterprise Information Technology Services II (EITS II)

DHA HCI III

Order ID: 47QFMA18K0030-0017/ID03180056013

Pricing/Staffing Template

		Total
Base Period	CLIN 0001	\$ -
	CLIN 0002	\$ 2,000,000.00
Option Period	CLIN 1001	\$ -
	CLIN 1002	\$ -
	CLIN 1003	\$ -
	CLIN 1004	\$ -
	CLIN 1005	\$ -
	Total	\$ 2,000,000.00

Period of Performance (PoP) 09/23/2019 - 09/22/2020

[illegible]

Period of Performance (PoP) 05/01/2020 - 04/30/2021

[illegible]

Defense Manpower Data Center (DMDC)
Enterprise Information Technology Services (EITS) II
Labor Categories

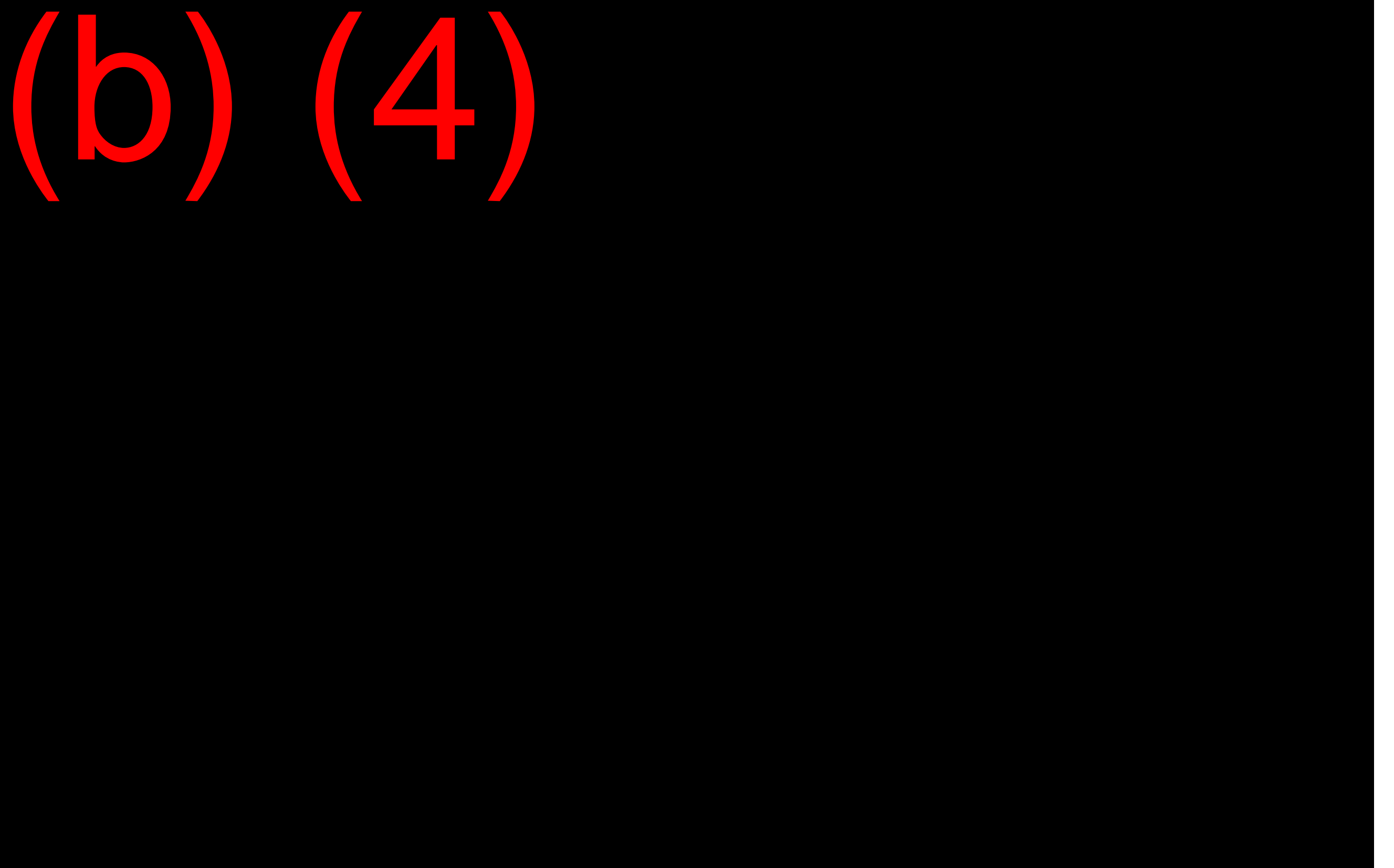
**Note: Highlighted rows indicate new labor categories.

Knowledge/Skill Levels			
Skill Level	Knowledge/Skill Description	Minimum Years Experience	Education or Training

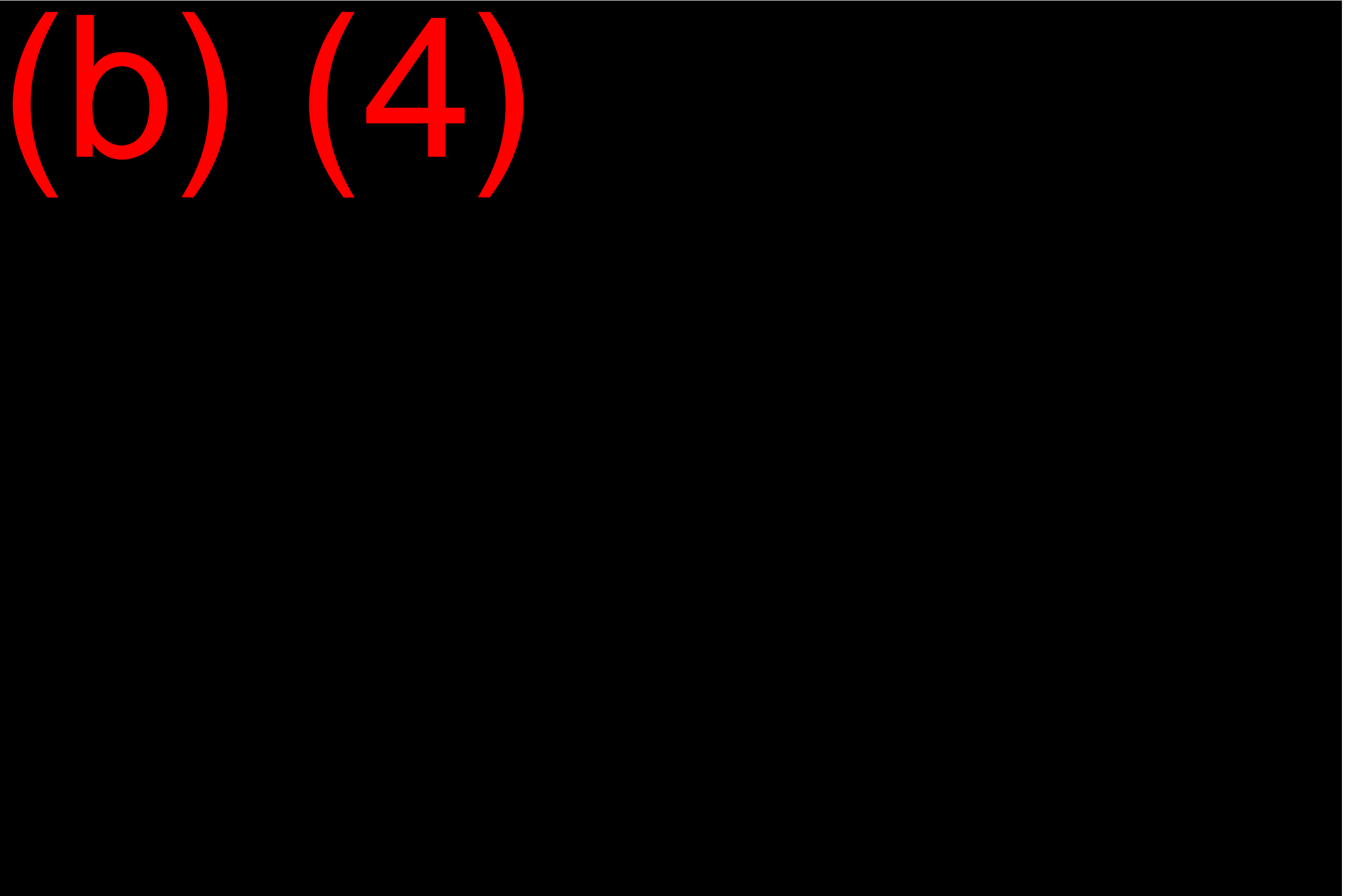
(b) (4)

(b) (4)

(b) (4)

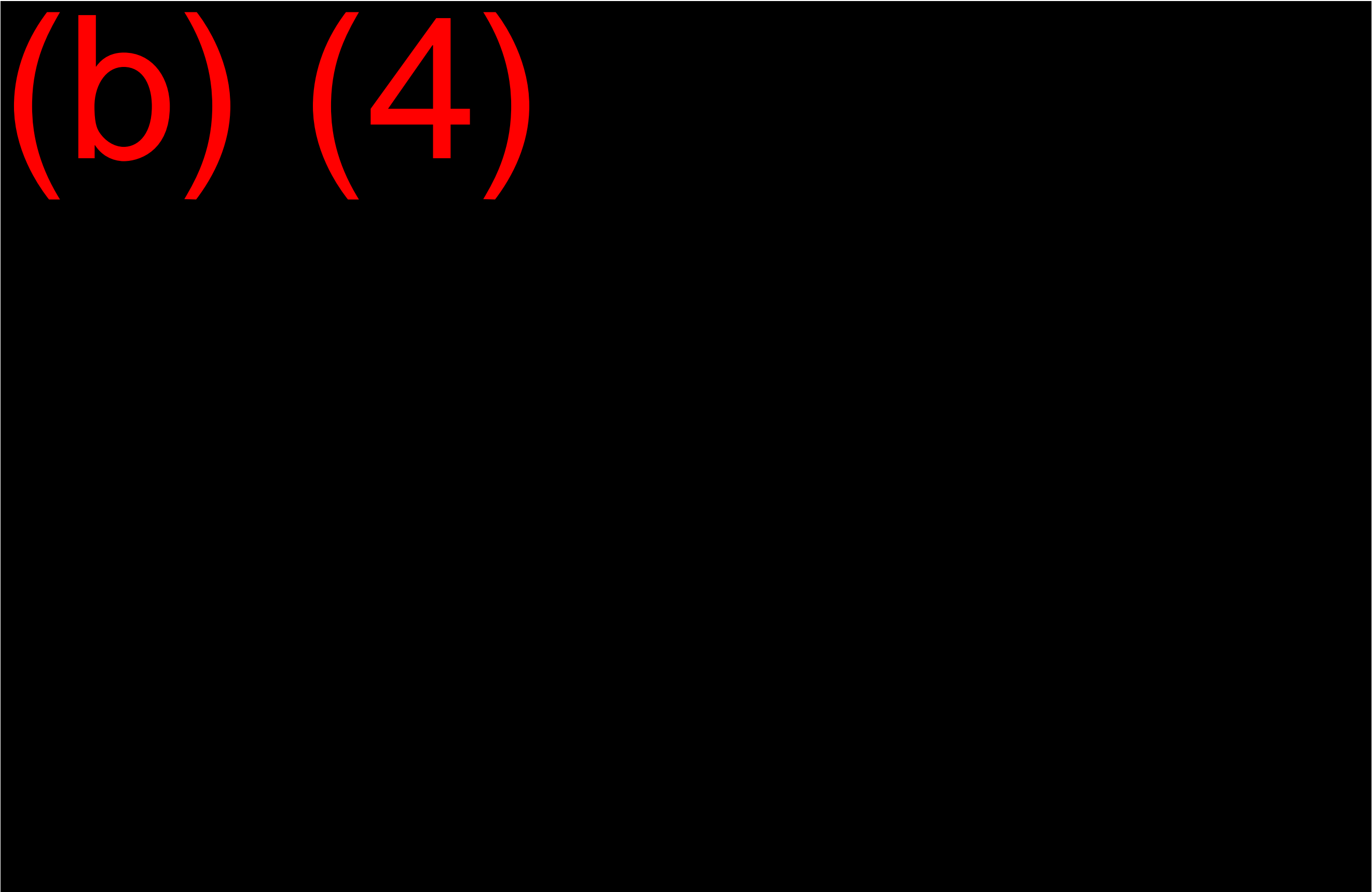


(b) (4)

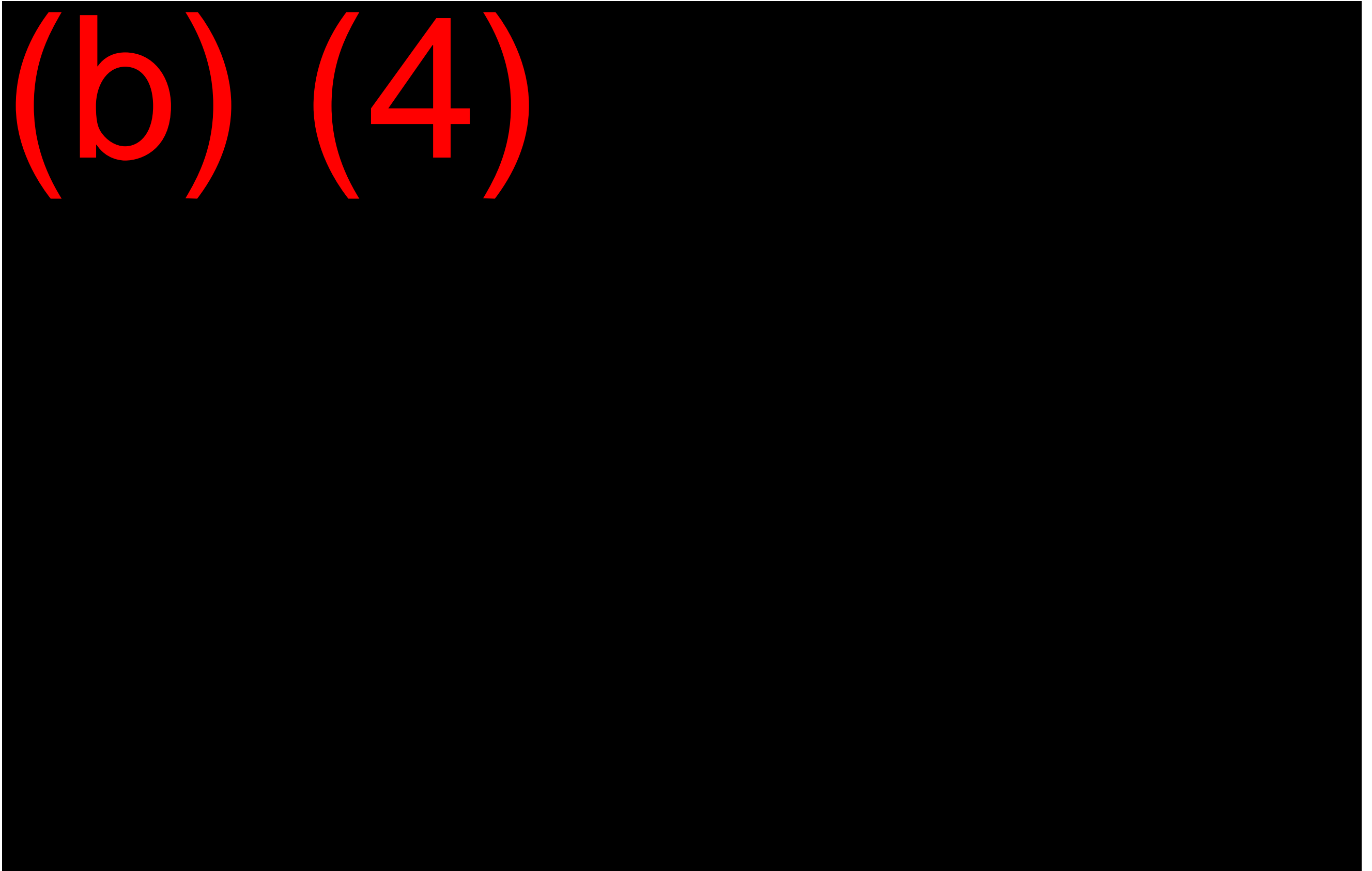


(b) (4)

(b) (4)



(b) (4)



(b) (4)

DRAFT Performance Work Statement (PWS)
Enterprise Information Technology Services (EITS) II
Defense Health Agency (DHA) Health Care Initiatives (HCI) Phase III
Task Order #47QFMA18K0030-0017
Order ID: ID03180056013

1.0 INTRODUCTION

The Defense Manpower Data Center (DMDC) in support of the Office of the Under Secretary of Defense for Personnel & Readiness (OUSD P&R), Defense Human Resources Activity (DHRA) requires Information Technology (IT) services to enhance applications and products that support DMDC's Defense Eligibility and Enrollment (DEERS) applications. Support will align IT resource expenditures with business goals and objectives and enable an IT environment with innovative solutions.

2.0 BACKGROUND

The Defense Enrollment Eligibility Reporting System (DEERS) is a series of databases that come together to provide timely and accurate information on those eligible for benefits and entitlements prescribed in Department of Defense (DoD) statute, instruction, policy and regulation. It serves to prevent and detect fraud and abuse in the distribution of these benefits and entitlements and is the definitive centralized source of identity, affiliation, eligibility and enrollment verification for members of the Uniformed Services, other personnel designated by the DoD, and their eligible family members. In addition, DEERS provides statistical and demographic information to support the DoD Components and serves as the authoritative source of TRICARE benefits eligibility and the national enrollment database for TRICARE medical, dental, and special enrollments, as well as the source for fee waiver and special entitlement determinations. DMDC maintains a number of applications to support the following eligibility and enrollment core functional areas:

- Benefits Capture and Determination
- Operator and Self-Service Enrollment
- Primary Care Manager (PCM) Maintenance
- Catastrophic Cap, and Deductible (CCD)
- Fees and Premiums
- Claims Coverage
- Other Health Insurance/Standard Insurance Table (OHI/SIT)
- Person Identifier Updates
- Logon Support (i.e. DS logon, CAC)
- Customer Service
- User Access Management
- Enrollment, Management and Claims

3.0 SCOPE

The scope of this work covers the support for on-going and new development efforts, modernization of databases/data structures, data access approaches, positioning data for

decision making, combining operational and reporting data, improving security and governance, and business intelligence.

4.0 PERFORMANCE REQUIREMENTS:

4.1 TASK 1 – CONDUCT PROJECT MANAGEMENT

4.1.1 Prepare and maintain a Project Management Plan (PMP) within 10 calendar days after order award. The PMP shall provide for an overall Work Breakdown Structure (WBS), risk management review; critical path; and schedule dates and dependencies. The established Project Management Plan shall be considered a living document and kept up to date and Government approved at all times. Once the project schedule has been developed and finalized, it shall be uploaded to Microsoft Project Server and published to Microsoft Project Center. Adhere to applying the Project Management Institute best practices (e.g., Project Management Body of Knowledge {PMBOK}) and DMDC Project Management Handbook (Appendix A).

4.1.2 Maintain, refine, and revise the program collaboration sites on DMDC's SharePoint site, as well as external locations when required. The contractor shall include the following documentation on the DMDC internal site: project overview documents; a consistently updated document library that preserves document history; schedules; dashboards; assignment and POC lists; summaries and agendas for all meetings and conferences attended; and support for collaborative editing/versioning of project documents.

4.1.3 Coordinate with all DMDC governance bodies is mandatory for approvals and shall be in accordance with DMDC prescribed Business Process and subsequent updates. These groups include, but not limited to, the Requirements Review Board (RRB), Architecture Review Board (ARB), Change Advisory Board (CAB), Executive Governance Council (EGC), Enterprise Quality Assurance (QA), DMDC Management Advisory Group (DMAG), Cyber Hardening Working Group (CHWG) and all impacted directorates for project requirements, dependencies and execution for approval authority. Adhere to all DMDC Business Process Re-Engineering (BPR) workflows, requirements, and tool usage.

4.2 TASK 2 - ACCELERATE FEE & PREMIUM RATE CHANGES (FEE-1)

Design and implement a fee structure that supports the rapid implementation of changes to any enrollment fee or premium rate, maintaining distinctions based on enrollment plan, beneficiary status (i.e. Group A vs Group B), and family/individual rates. Changes to fees or premiums shall be available in the environment (i.e., test or production) within five days of receiving the new rates from DHA.

4.3 TASK 3 – CREATE A CATASTROPHIC CAP WAIVER REINSTATEMENT PROCESSES

The catastrophic cap is the most a sponsor and their family will pay out of pocket for covered health care services each calendar year. The catastrophic fee waiver indicates that no further TRICARE Prime or Select enrollment fees are due for that family for the remainder of the calendar year to which the waiver applies. Premium plans, such as Tricare Retired Reserve (TRR), Tricare Reserve Select (TRS) and Tricare Young Adult (TYA) are not affected by the catastrophic fee waiver and are not applied to the catastrophic cap. Waiver reinstatement must be in Production prior to 1 January 2020.

4.3.1 Apply all amounts reported as fee payments for TRICARE Prime and Select plans (including plus with Retired Select) to catastrophic cap computations beginning with Calendar Year (CY) 2018.

4.3.2 Reinstatement the catastrophic cap fee waiver back to CY 2018, applying it to both TRICARE Prime and Select (Groups A & B).

4.3.3 Communicate add, update, or removal (inactivation) of catastrophic cap fee waiver via contractor notifications.

4.3.4 Recalculate family catastrophic cap totals for CYs 2018 and 2019 after the catastrophic after waiver is reinstated.

4.3.5 Adjust paid through dates and store any remaining overage as a credit and Include fee and premium payments in catastrophic cap calculations.

4.3.6 Communicate changes in paid thru dates or credits via automated contractor notifications and applicable fee reports.

4.3.7 Generate a report following recalculation for CYs 2018 and 2019 that identifies the amount of overage for each retiree household that exceeded the catastrophic cap for CYs 2018 and CY 2019. Identify how it was applied (i.e. by extending the paid thru date and/or applying a credit to the policy). Coordinate with DHA.

4.3.8 Create a CCD structure that supports catastrophic cap and deductible variations based on sponsor status (Group A, Group B); differing in and out of network caps; pay plan/rank for active duty; TRR/TRS/TYA (T-Plans) vs Select vs Prime, etc. DHA will provide a chart that contains breakdown of the variations.

4.3.9 Provide a CCD structure that supports annual changes to catastrophic cap and deductible values. Changes shall be available in the specified environment (i.e. test or production) within five days of receiving new values from DHA.

4.4 TASK 4 – CREATE AND IMPLEMENT A MEDICARE REMINDER LETTER

4.4.1 Modify letters processes to send a Medicare B Reminder Letter to beneficiaries entitled to Medicare part A at or over age 65, but not enrolled in Medicare Part B. A separate letter will be sent to beneficiaries not entitled to Medicare A at/over age 65. Letters will be a full text letter, not an email or postcard.

4.4.2 Modify letter processes to send a reminder letter to beneficiaries that may be eligible for Medicare under their spouse on DEERS. Letter will be a full text letter; not an email or postcard.

4.5 TASK 5 – SUPPORT THE TRICARE MEDICARE ELIGIBLE PROGRAM (TMEP) TRANSITION

4.5.1 Coordinate with DHA to develop detailed business requirements for program implementation and transition.

4.5.2 Support Medicare Crossover file processes:

4.5.2.1 Provide a one-time production Medicare crossover file to incoming contractor as soon as possible after security requirements and agreements are completed

4.5.2.2 Conduct weekly crossover file transmissions to incoming contractor 30 days prior to health care delivery date.

4.5.2.3 Provide file to outgoing contractor through their Period of Performance (POP) and for one week following the POP to facilitate contractor's claims processing.

4.5.3 Participate in and provide documentation for the Systems Integration Interface Meeting (SIIM) with the incoming contractor; develop presentations and facilitate discussions on the various web applications and system interfaces applicable.

4.5.4 Facilitate connectivity and connectivity testing of the various interfaces and applications.

4.5.5 Develop training materials and facilitate training for the customers including DHA and the TRICARE Contractors (may be VTC and may be face-to-face depending on the request from DHA).

4.5.6 Provide implementation support to facilitate integration testing, develop and modify test cases, compiling release notes for the external customers, facilitating the release and act as liaison between customer and DMDC Product Management.

4.6 TASK 6 – SUPPORT THE TRANSITION OF TRICARE OVERSEAS PROGRAM (TOP21)

4.6.1 Participate in and provide documentation for the SIIM with the incoming contractor. Develop presentations and facilitate discussions on the various web applications and system interfaces applicable to the contract/contractor.

4.6.2 Develop and facilitate the data conversion plan (includes transition from 3 to 2 overseas regions) support includes:

4.6.2.1 Update the data conversion scripts.

4.6.2.2 Execute and test the data conversion scripts and plan in all DMDC regions, coordinating with DHA and the TOP contractor on Integration Test (Contractor Test DEMO2), Stress Test, and Production regions.

4.6.2.3 Compile and transfer the enrollment Gold File.

4.6.3 Support dual operations period and contractor run-out for outgoing contractor.

4.6.4 Update the Defense Medical Information System (DMIS) table region/routing changes and/or any Service Area File (SAF) changes made by DHA as part of the contract change.

4.6.5 Facilitate connectivity and connectivity testing of the various interfaces and applications in all environments.

4.6.6 Develop material and facilitate training for the customers including DHA and the TRICARE Contractors (may be VTC or face-to-face depending on the request from DHA).

4.6.7 Provide implementation support to facilitate integration testing, developing/modifying test cases, compiling release notes for the external customers, facilitating the release and act as liaison between customer and DMDC Product Management; Support Performance Readiness Verification (PRV) and Performance Readiness Assessment and Validation (PRAV) activities.

4.6.8 Support beneficiary notification of contract transition if non-incumbent is awarded or Contractor contact information has changed.

4.7 TASK 7 - MODIFY OVERSEAS BENEFICIARY WEB ENROLLMENT (OBWE) ENHANCEMENTS FOR OVERSEAS

4.7.1 Change BWE to confirm country of residence with beneficiary (includes support for beneficiaries with non-US and APO/FPO addresses).

4.7.2 Add location and enrollment program options based on country of residence.

4.7.3 Implement the ability to update processes that account for changes to Prime and Prime Remote locations.

4.8 TASK 8 – COLLECT PERSONAL EMAIL ADDRESSES AND IMPLEMENT SECURE TEXT MESSAGING

4.8.1 Conduct analysis and provide a report that identifies use cases, requirements policies and procedures that restrict use and develop necessary changes. Include consideration of this data for surveys and educations/marketing.

4.8.2 Develop requirements and implement a system or repository to collect and authorize use of personal email addresses and text messaging for DoD purposes.

4.9 TASK 9 - SURGE SUPPORT (OPTIONAL)

DMDC must respond to real-world changes, whether it is a new reform initiative, top-down policies and mandates, or even national security interests and immediate threats. It is essential that DMDC have the IT resources and means to support evolving threats. Projects include, short-term (less than 90 calendar days) response to implement directives, support to cybersecurity-related events, and surge to support complex upgrades. The contractor shall provide staffing resources within scope of the current contract to fulfill unplanned projects or unanticipated requirements. The contractor shall use industry best practices and subject matter expertise to execute additional, as needed, related projects. Surge support shall include, but is not limited to, the following activities:

- Additional resources to support the relocation of DMDC applications/systems
- Rapid capabilities that mitigate or resolve major IT issues, cybersecurity threats, national security events, policy changes, and impacts
- Implementation of new DHA programs
- Transition or transfer of existing DoD programs

The contractor shall account for additional as-needed activities and provide the resources necessary to accommodate them. During the life of this contract the workload in any one area may grow significantly for a period of time. When a surge requirement is identified by the Government, the surge CLIN will be exercised. The Contracting Officer or Contracting Officer's Representative (COR) will provide the contractor with a requirements document specifying the surge requirement, and expected outcomes. The contractor shall develop a Surge Plan which shall include, project approach, milestones and schedules, and detailed resource information to be reviewed and approved by the Government. The contractor shall staff surge resources within 30 calendar days of formal written approval of the Surge Plan. The Government shall use existing performance metrics and SLAs to measure surge-related performance.

5.0 SUBMIT REPORTS & DOCUMENTATION

5.1 Technical Roadmap

The Contractor shall follow the Technical Roadmap requirements identified in the PWS Section 5.8.1 of the EITS II Base IDIQ.

5.2 Risk Management Plan

The Contractor shall follow the Risk Management Plan requirements identified in the PWS Section 5.8.3 of the EITS II Base IDIQ.

5.3 Meeting Summaries

The Contractor shall follow the Meeting Summaries requirements identified in the PWS Section 5.8.4 of the EITS II Base IDIQ.

5.4 Weekly In-Progress Review (IPR)

The Contractor shall follow the IPR requirements identified in the PWS Section 5.8.5 of the EITS II Base IDIQ.

5.5 Monthly Status Report (MSR) and Senior Management Reviews (SMR)

The Contractor shall follow the MSR and SMR requirements identified in the PWS Section 5.8.6 of the EITS II Base IDIQ.

5.6 Problem Notification Report (PNR)

The Contractor shall follow the PNR requirements identified in the PWS Section 5.8.7 of the EITS II Base IDIQ.

5.7 Contract Discrepancy Report (CDR)

The Contractor shall follow the CDR requirements identified in the PWS Section 5.8.8 of the EITS II Base IDIQ.

5.8 Semi-Annual Subcontract Report

The Contractor shall follow the Semi-Annual Subcontract Report requirements identified in the PWS Section 5.8.9 of the EITS II Base IDIQ.

5.9 Quality Management System

The Contractor shall follow the Quality Management System requirements identified in the PWS Section 5.9 of the EITS II Base IDIQ.

5.10 Quality Control Plan (QCP)

The Contractor shall follow the QCP requirements identified in the PWS Section 5.9.1 of the EITS II Base IDIQ.

5.11 Quality Assurance

The Contractor shall follow the Quality Assurance requirements identified in the PWS Section 5.9.2 of the EITS II Base IDIQ.

6.0 DELIVERABLES

All deliverables and work products shall be submitted to the COR in electronic format for acceptance and approval. The acceptance of deliverables and satisfactory work performance shall be based on the timeliness, accuracy and standards as specified in the requirements of the PWS.

PWS Section	PWS Section	Date Due/Frequency
4.1.1	Project Management Plan(PMP)	Draft due within 10 days of order award Final due in accordance with Inspection and Acceptance clause Updated as changes take place
4.1.2	Maintain SharePoint sites	Updated 10 days after award and updated within 2 days after documents change
4.2	Accelerate Fee & Premium Rate Changes	In production by November 1, 2019
4.3	Update Catastrophic Cap Processes	In production by January 2020
4.3.7	Catastrophic Cap Recalculations Report	In production by June 1, 2020
4.4	Medicare Reminder Letter	To Be Determined
4.5.2.1	TMEP Crossover File (Incoming)	Per Government approved Project Management Plan

4.5.2.3	TMEP Crossover File (Outgoing)	Per Government approved Project Management Plan
4.5.4	Establish TMEP Connectivity & connectivity testing	Per Government approved Project Management Plan
4.5.5	TMEP Training & Training Documentation	Per Government approved Project Management Plan
4.6.2	TOP21 Data Conversion Plan	Per Government approved Project Management Plan
4.6.4	Defense Medical Information System (DMIS) table update	Per Government approved Project Management Plan
4.6.5	Establish TOP21 Connectivity & Connectivity Testing	Per Government approved Project Management Plan
4.6.6	TOP21 Training & Training Documentation	Per Government approved Project Management Plan
4.6.7	TOP21 Implementation Support	Per Government approved Project Management Plan
4.7	Overseas BWE Changes	In production by (To Be Determined)
4.8.1	Email & Text Message Analysis	60 Days after award
4.8.2	Personal Email & Text Message Implementation	Delivery Date TBD
5.1	Technical Roadmap	30 days after contract award

5.2	Risk Management Plan	30 days after award, update as needed
5.3	Meeting Summaries	1 day after the meeting
5.4	Weekly IPR	Weekly - Written report is due 1 day prior to meeting
5.5	Monthly MSR	MSR shall be conducted on the 15th working day of each month; electronic copy of brief shall be delivered 3 days prior to the brief.
5.6	Problem Notification Report	3 days after identification of problem
5.7	Contract Discrepancy Report	Respond to CDR in accordance with the requests from GSA Contracting Officer
5.8	Semi-Annual Subcontract Reporting	The report shall be submitted after each 180 days of performance
5.9	Quality Management System	15 days after contract award, update as needed
5.10	Quality Control Plan	15 days after contract award, update as needed
5.11	Quality Assurance Plan	15 days after contract award, update as needed
12.4	Post Award Conference	Within 5 days of award

7.0 Performance Standards

The incentive for achieving the Acceptable Quality Levels (AQLs) listed in the table below is a positive past performance evaluation, it should be understood that failure to meet the performance metrics below will result in negative past performance evaluations. All AQLs will be reported in the MSR.

Past Performance Evaluations will be submitted to the Contractor Performance Assessment Reporting System (CPARS) for all government agencies to review. Past Performance Evaluations will contain detailed narratives explaining reasons for positive and negative assessments. The following are the specific performance standards for this PWS. In addition to the below AQL table, the contractor shall meet all the requirements identified in Appendix D - SDLC - Process Handbook v2.0 of the EITS II IDIQ.

Performance Standard	Acceptable Quality Level (AQL)	Method of Surveillance
Functionality of the software to meet required systems architecture and processing capabilities	Functionality defined in the requirements must be prioritized and tolerances for deviation assigned for each component. AQL: 95% of operational capability.	Independent verification & validation (IV&V) for testing new releases of software to determine that previous functionality is maintained. Customer satisfaction as measured through validated customer complaints, feedback, and surveys. For conversion projects, independent verification & validation (IV&V) for developing or maintaining system processing/benchmark during parallel processing.
Delivery dates are met	95% compliance	100% inspection
Meet all Government and agency specific requirements	Draft outputs to meet 90% compliance; and revised final outputs to meet 100% compliance	100% inspection to ensure that all Government and Agency specific requirements have been met. Independent verification of security procedures-defined by agency (could be performed by a third party or another agency according to current security regulations and measures.
Software adds value and improves existing	Base line functionality is met at 90% at initial testing with	Independent Verification and Validation (IV&V) for testing

functionality without negatively impacting the existing operational environment.	production meeting 100%. Non critical functionality is met at 80%	new releases of software to determine that previous functionality is improved. Customer satisfaction is measured through validated customer complaints and surveys.
Project Management Plan	90% of areas required by government including the WBS are created and updated monthly with draft; 100% with Final. 95% On time delivery of Initial and Monthly Updates	100% Inspection
Quality Control Plan	95% On time delivery of Initial and Monthly Updates	Random Monitoring and Partial Inspection Quarterly by COR
Risk Management Plan (RMP) RMP delivered on-time and updated monthly	95% on time delivery of initial RMP with no more than five (5) errors 95% delivery of updates by last workday of each month.	Routine inspection of deliverable products and services.
Release and Production Drop Schedules	Schedules consistently depict well-planned, staged and sequenced activities. Schedules make optimal use of the resources. Flexibility and decision-making shows a consistent ability to promptly identify, evaluate, react and incorporate, into planning and implementation issues as they relate to meeting release and production schedules.	Schedules reviewed at the Weekly IPR Explanation of scheduled and unscheduled changes shall be provided during regularly scheduled IPR Observation of Key Government POCs
Customer Satisfaction	Provides value-added advice/thought leadership and deliverables that reflect	Help desk surveys, Annual Past Performance Evaluation

	the DMDC's needs to achieve program success. 95% satisfaction	
Responsiveness	Responds to staff and acknowledges inquiry within one business day 95% response to all inquiries	Direct Observation
Communications (Oral and Written)	<p>- <u>Quality</u>: Provided information that was accurate in technical content, transparent, clear, and relevant.</p> <p>- <u>Timely</u>: Presented information in a timely manner which kept the Government informed of the status on assigned tasks, action items, projects, and service delivery issues.</p> <p>- Pro-active: <u>Engaged in proactive communications regarding project status, scheduling, cost control, pending staffing changes, and actions taken to resolve problems.</u></p> <p>AQL: Communications enable Task Order requirements to be met on time.</p>	<p>Observation</p> <p>Random Inspection</p>
Effective Contractor To Government Partnership	<p>Demonstrated initiative and foresight to identify novel solutions, or offer innovative insights. Melds best-of-breed approaches and industry best practices to address agency challenges.</p> <p>- Champions process improvements or enhancements that result in the compression of timelines, efficiencies in operations, or savings</p> <p>AQL:</p>	<p>Observation</p> <p>Stakeholder Feedback</p>

	Positive work relationship with Government POCs.	
--	---	--

8.0 Non-Disclosure Requirements

The Contractor shall follow the Non-Disclosure requirements identified in PWS Section 8.6 of the EITS II Base IDIQ.

9.0 Cooperation with Other On-Site Contractors

The Contractor shall follow the Cooperation with Other On-Site Contractors requirements identified in PWS Section 11.7 of the EITS Base IDIQ.

10.0 Quality Surveillance

The Government may follow the Appendix P - Quality Assurance Surveillance Plan to EITS II IDIQ Base Contract

11.0 Contractor Administration

This Task Order shall follow all of the requirements identified in the EITS II IDIQ.

11.1 Contract Type

Firm Fixed Price

11.2 Period of Performance

The period of performance for this Task Order shall be 12 months from date of award.

11.3 Place of Performance/Hours of Operation

At least 50% of the work under this task shall be performed on site at DMDC facilities in Seaside, CA. The remaining work can be performed at a contractor provided facility. Any work performed at other locations shall be identified in the contractor's formal submission and approved by the Government.

12.0 Government Points of Contact

GSA Contracting Officer (CO)

Mr. Alexander Garcia

GSA-FAS, Mid-Atlantic Region

The Dow Building - 3rd Floor, 100 S. Independence Mall West, Philadelphia, PA 19106

E-mail: alexander.garcia@gsa.gov

Tel: 215-446-5868

GSA Contracts Specialist (CS)

Michael Levy

GSA-FAS, Mid-Atlantic Region

The Dow Building - 3rd Floor, 100 S. Independence Mall West, Philadelphia, PA 19106

E-mail: michael.levy@gsa.gov

Tel: 215-446-5806

GSA Project Manager / Contracting Officer's Representative (COR)

Mr. Wesley Mellon

GSA-FAS, Mid-Atlantic Region

The Dow Building - 3rd Floor, 100 S. Independence Mall West, Philadelphia, PA 19106

E-mail: Wesley.Mellon@gsa.gov

Tel: 215-446-4566

Alternate GSA Project Manager / COR

Ms. Carol Carpenter

E-mail: Carol.Carpenter@gsa.gov

Tel: (b) (6)

DMDC Points of Contact (POC)

The name(s) and role(s) of DMDC POCs will be designated at time of award.

12.1 Government Furnished Property/Equipment/Information (GFP/GFE/GFI):

The Contractor shall follow the requirements identified in the PWS Section 10.8 of the EITS II Base IDIQ.

12.2 Travel:

Local or long-distance travel may be required to various locations CONUS. The annual travel estimate is \$0. The Contractor shall follow the travel requirements identified in Section 10.7 of the EITS II PWS.

12.3 Security:

The contractor shall comply with all security requirements detailed in the PWS of the EITS II BASE IDIQ.

12.4 Post Award Conference:

The Contractor shall follow the Post Award Conference requirements identified in the PWS Section 10.1 of the EITS II Base IDIQ.

13.0 Inspection, Acceptance, and Payment:

The Contractor shall follow the Inspection and Acceptance requirements identified in the PWS Sections 7.0-7.5 of the EITS II Base IDIQ.

14.0 Invoicing:

Requirements identified in the GSA Invoice Clause included in the EITS II Section B to E will be followed.

15.0 Appendices:

Appendix A – Project Management Process Handbook

Table of PWS Revisions

PWS Revision	Description	MOD
1	a) removed references to “draft” b) added Table of Revisions c) Revised Section 4.4.1 d) Minor edits to Section 4.2 and 4.3 e) Sections 4.5 and 4.6 revised to be Options f) Inserted New Sections 4.9 – 4.11 g) Updated Section 7 to included due dates for 4.4, 4.7, and 4.8.2 h) Updated Section 12.0 to include DMDC Point of Contact	RFQ 9/6/2019

Performance Work Statement (PWS)
Enterprise Information Technology Services (EITS) II
Defense Health Agency (DHA) Health Care Initiatives (HCI) Phase III
Task Order #47QFMA18K0030-0017
Order ID: ID03180056013

1.0 INTRODUCTION

The Defense Manpower Data Center (DMDC) in support of the Office of the Under Secretary of Defense for Personnel & Readiness (OUSD P&R), Defense Human Resources Activity (DHRA) requires Information Technology (IT) services to enhance applications and products that support DMDC's Defense Eligibility and Enrollment (DEERS) applications. Support will align IT resource expenditures with business goals and objectives and enable an IT environment with innovative solutions.

2.0 BACKGROUND

The Defense Enrollment Eligibility Reporting System (DEERS) is a series of databases that come together to provide timely and accurate information on those eligible for benefits and entitlements prescribed in Department of Defense (DoD) statute, instruction, policy and regulation. It serves to prevent and detect fraud and abuse in the distribution of these benefits and entitlements and is the definitive centralized source of identity, affiliation, eligibility and enrollment verification for members of the Uniformed Services, other personnel designated by the DoD, and their eligible family members. In addition, DEERS provides statistical and demographic information to support the DoD Components and serves as the authoritative source of TRICARE benefits eligibility and the national enrollment database for TRICARE medical, dental, and special enrollments, as well as the source for fee waiver and special entitlement determinations. DMDC maintains a number of applications to support the following eligibility and enrollment core functional areas:

- Benefits Capture and Determination
- Operator and Self-Service Enrollment
- Primary Care Manager (PCM) Maintenance
- Catastrophic Cap, and Deductible (CCD)
- Fees and Premiums
- Claims Coverage
- Other Health Insurance/Standard Insurance Table (OHI/SIT)
- Person Identifier Updates
- Logon Support (i.e. DS logon, CAC)
- Customer Service
- User Access Management
- Enrollment, Management and Claims

3.0 SCOPE

The scope of this work covers the support for on-going and new development efforts, modernization of databases/data structures, data access approaches, positioning data for decision making, combining operational and reporting data, improving security and governance, and business intelligence.

4.0 PERFORMANCE REQUIREMENTS:

4.1 TASK 1 – CONDUCT PROJECT MANAGEMENT

4.1.1 Prepare and maintain a Project Management Plan (PMP) within 10 calendar days after order award. The PMP shall provide for an overall Work Breakdown Structure (WBS), risk management review; critical path; and schedule dates and dependencies. The established Project Management Plan shall be considered a living document and kept up to date and Government approved at all times. Once the project schedule has been developed and finalized, it shall be uploaded to Microsoft Project Server and published to Microsoft Project Center. Adhere to applying the Project Management Institute best practices (e.g., Project Management Body of Knowledge {PMBOK}) and DMDC Project Management Handbook (Appendix A).

4.1.2 Maintain, refine, and revise the program collaboration sites on DMDC's SharePoint site, as well as external locations when required. The contractor shall include the following documentation on the DMDC internal site: project overview documents; a consistently updated document library that preserves document history; schedules; dashboards; assignment and POC lists; summaries and agendas for all meetings and conferences attended; and support for collaborative editing/versioning of project documents.

4.1.3 Coordinate with all DMDC governance bodies is mandatory for approvals and shall be in accordance with DMDC prescribed Business Process and subsequent updates. These groups include, but not limited to, the Requirements Review Board (RRB), Architecture Review Board (ARB), Change Advisory Board (CAB), Executive Governance Council (EGC), Enterprise Quality Assurance (QA), DMDC Management Advisory Group (DMAG), Cyber Hardening Working Group (CHWG) and all impacted directorates for project requirements, dependencies and execution for approval authority. Adhere to all DMDC Business Process Re-Engineering (BPR) workflows, requirements, and tool usage.

4.2 TASK 2 - ACCELERATE FEE & PREMIUM RATE CHANGES (FEE-1)

Design and implement a fee structure that supports the rapid implementation of changes to any enrollment fee or premium rate, maintaining distinctions based on enrollment plan, beneficiary status (i.e. Group A vs Group B), and family/individual rates. Changes to fees or premiums shall be available in the environment (i.e., test or production) **within five business days** of receiving the new rates from DHA.

4.3 TASK 3 – CREATE A CATASTROPHIC CAP WAIVER REINSTATEMENT PROCESSES

The catastrophic cap is the most a sponsor and their family will pay out of pocket for covered health care services each calendar year. The catastrophic fee waiver indicates that no further TRICARE Prime or Select enrollment fees are due for that family for the remainder of the calendar year to which the waiver applies. Premium plans, such as Tricare Retired Reserve (TRR), Tricare Reserve Select (TRS) and Tricare Young Adult (TYA) are not affected by the catastrophic fee waiver and are not applied to the catastrophic cap. Waiver reinstatement must be in Production prior to 1 January 2020.

4.3.1 Apply all amounts reported as fee payments for TRICARE Prime and Select plans (including plus with Retired Select) to catastrophic cap computations beginning with Calendar Year (CY) 2018.

4.3.2 Reinstatement the catastrophic cap fee waiver back to CY 2018, applying it to both TRICARE Prime and Select (Groups A & B).

4.3.3 Communicate add, update, or removal (inactivation) of catastrophic cap fee waiver via contractor notifications **for waivers that overlap the current enrollment of a beneficiary.**

4.3.4 Recalculate family catastrophic cap totals for CYs 2018 and 2019 after the catastrophic after waiver is reinstated.

4.3.5 Adjust paid through dates and store any remaining overage as a credit and Include fee and premium payments in catastrophic cap calculations.

4.3.6 Communicate changes in paid thru dates or credits via automated contractor notifications and applicable fee reports **will only be done for policies that overlap the current enrollment of a beneficiary.**

4.3.7 Generate a report following recalculation for CYs 2018 and 2019 that identifies the amount of overage for each retiree household that exceeded the catastrophic cap for CYs 2018 and CY 2019. Identify how it was applied (i.e. by extending the paid thru date and/or applying a credit to the policy). Coordinate with DHA.

4.3.8 Create a CCD structure that supports catastrophic cap and deductible variations based on sponsor status (Group A, Group B); differing in and out of network caps; pay plan/rank for active duty; TRR/TRS/TYA (T-Plans) vs Select vs Prime, etc. DHA will provide a chart that contains breakdown of the variations.

4.3.9 Provide a CCD structure that supports annual changes to catastrophic cap and deductible values. Changes shall be available in the specified environment (i.e. test or production) within **five business days** of receiving new values from DHA.

4.4 TASK 4 – CREATE AND IMPLEMENT A MEDICARE REMINDER LETTER

4.4.1 Modify letters processes to send a Medicare B Reminder Letter to beneficiaries entitled to Medicare part A at or over age 65, but not enrolled in Medicare Part B. A separate letter will be sent to beneficiaries not entitled to Medicare A at/over age 65. Letters will be a full text letter, not an email or postcard.

4.5 TASK 5 – SUPPORT THE TRICARE MEDICARE ELIGIBLE PROGRAM (TMEP) TRANSITION (OPTION)

4.5.1 Coordinate with DHA to develop detailed business requirements for program implementation and transition.

4.5.2 Support Medicare Crossover file processes:

4.5.2.1 Provide a one-time production Medicare crossover file to incoming contractor as soon as possible after security requirements and agreements are completed

4.5.2.2 Conduct weekly crossover file transmissions to incoming contractor 30 days prior to health care delivery date.

4.5.2.3 Provide file to outgoing contractor through their Period of Performance (POP) and for one week following the POP to facilitate contractor's claims processing.

4.5.3 Participate in and provide documentation for the Systems Integration Interface Meeting (SIIM) with the incoming contractor; develop presentations and facilitate discussions on the various web applications and system interfaces applicable.

4.5.4 Facilitate connectivity and connectivity testing of the various interfaces and applications.

4.5.5 Develop training materials and facilitate training for the customers including DHA and the TRICARE Contractors (may be VTC and may be face-to-face depending on the request from DHA).

4.5.6 Provide implementation support to facilitate integration testing, develop and modify test cases, compiling release notes for the external customers, facilitating the release and act as liaison between customer and DMDC Product Management.

4.6 TASK 6 – SUPPORT THE TRANSITION OF TRICARE OVERSEAS PROGRAM (TOP21) (OPTION)

4.6.1 Participate in and provide documentation for the SIIM with the incoming contractor. Develop presentations and facilitate discussions on the various web applications and system interfaces applicable to the contract/contractor.

4.6.2 Develop and facilitate the data conversion plan (includes transition from 3 to 2 overseas regions) support includes:

4.6.2.1 Update the data conversion scripts.

4.6.2.2 Execute and test the data conversion scripts and plan in all DMDC regions, coordinating with DHA and the TOP contractor on Integration Test (Contractor Test DEMO2), Stress Test, and Production regions.

4.6.2.3 Compile and transfer the enrollment Gold File.

4.6.3 Support dual operations period and contractor run-out for outgoing contractor.

4.6.4 Update the Defense Medical Information System (DMIS) table region/routing changes and/or any Service Area File (SAF) changes made by DHA as part of the contract change.

4.6.5 Facilitate connectivity and connectivity testing of the various interfaces and applications in all environments.

4.6.6 Develop material and facilitate training for the customers including DHA and the TRICARE Contractors (may be VTC or face-to-face depending on the request from DHA).

4.6.7 Provide implementation support to facilitate integration testing, developing/modifying test cases, compiling release notes for the external customers, facilitating the release and act as liaison between customer and DMDC Product Management; Support Performance Readiness Verification (PRV) and Performance Readiness Assessment and Validation (PRAV) activities.

4.6.8 Support beneficiary notification of contract transition if non-incumbent is awarded or Contractor contact information has changed.

4.7 TASK 7 - MODIFY OVERSEAS BENEFICIARY WEB ENROLLMENT (OBWE) ENHANCEMENTS FOR OVERSEAS

4.7.1 Change BWE to confirm country of residence with beneficiary (includes support for beneficiaries with non-US and APO/FPO addresses).

4.7.2 Add location and enrollment program options based on country of residence.

4.7.3 Implement the ability to update processes that account for changes to Prime and Prime Remote locations.

4.8 TASK 8 – COLLECT PERSONAL EMAIL ADDRESSES AND IMPLEMENT SECURE TEXT MESSAGING

4.8.1 Conduct analysis and provide a report that identifies use cases, requirements policies and procedures that restrict use and develop necessary changes. Include consideration of this data for surveys and educations/marketing.

4.8.2 Develop requirements and implement a system or repository to collect and authorize use of personal email addresses and text messaging for DoD purposes.

4.9 TASK 9 – SUPPORT DHA’S HIGH VALUE HEALTH PLAN MARKET DEMONSTRATION PROJECT (ACO II) (OPTION)

A TRICARE Market will be selected by DHA to test how high-value ACO’s healthcare delivery model can compete for and deliver the TRICARE benefit. The market chosen for this demonstration will be heavily populated with TRICARE beneficiaries and also have a Health Plan rich environment of competing ACO organizations willing to accept risks on a capitated basis and provide the TRICARE Benefit to voluntary TRICARE enrollees. ACO II shall be in Production by October 2020 and operational January, 1 2021.

4.9.1 Support expansion of the ACO demonstrations by delivering TRICARE benefits in a second region

4.9.2 Apply fee waivers and generic Primary Care Managers to support the demonstration. Support PCM batch moves to/from ACOs as needed.

4.9.3 Develop and implement changes to self-service and operator applications to support ACO-style demonstration project requirements including zip code enforcement.

4.9.4 Develop and provide data to support beneficiary mailings; modify correspondence rules to prevent automatic beneficiary notifications.

4.9.5 Refine and expand ACO enrollment, disenrollment, and waiver reports.

4.10 TASK 10 – CREATE & MODIFY REPORTS & NOTIFICATIONS (OPTION)

4.10.1 Modify Premium Credit report to include non-terminated policies paid out more than two years in advance with positive credits.

4.10.2 Support annual TRICARE open season reporting to DHA. Reports shall include counts for enrollments, eligible, but not enrolled, and open season usage rates.

4.11 TASK 11 – IMPLEMENT TRICARE GROUP A FEES (OPTION)

TRICARE beneficiaries Group A are sponsor's on initial enlistment or appointment occurred before January 1, 2018. Group A fee Implementation shall be in place by OCT 2020.

4.11.1 Apply Group A fees for TRICARE Select retirees and family members by effective date of January 1, 2021.

4.11.2 Terminate TRICARE Retiree Select policies/enrollments effective December 31, 2020, as directed, prior to 2021 TRICARE Open Season beginning in November 2020.

4.11.3 Support 3-5 beneficiary notifications to communicate enforcement of Select fees. Content shall come from DHA. Communication may be via mail and/or email, as specified by DHA.

4.11.4 Develop a report summarizing the number of retired beneficiaries (Group A & B) whose coverage will be terminated effective December 31, 2020. Include count of beneficiaries' eligible but not enrolled at the time of terminations. Provide output specified by DHA and generate report at the time HCDP terminations are performed (prior to open season).

4.12 TASK 12 - SURGE SUPPORT (OPTIONAL)

DMDC must respond to real-world changes, whether it is a new reform initiative, top-down policies and mandates, or even national security interests and immediate threats. It is essential that DMDC have the IT resources and means to support evolving threats. Projects include, short-term (less than 90 calendar days) response to implement directives, support to cybersecurity-related events, and surge to support complex upgrades. The contractor shall provide staffing resources within scope of the current contract to fulfill unplanned projects or unanticipated requirements. The contractor shall use industry best practices and subject matter expertise to execute additional, as needed, related projects. Surge support shall include, but is not limited to, the following activities:

- Additional resources to support the relocation of DMDC applications/systems
- Rapid capabilities that mitigate or resolve major IT issues, cybersecurity threats, national security events, policy changes, and impacts
- Implementation of new DHA programs
- Transition or transfer of existing DoD programs

The contractor shall account for additional as-needed activities and provide the resources necessary to accommodate them. During the life of this contract the workload in any one area may grow significantly for a period of time. When a surge requirement is identified by the Government, the surge CLIN will be exercised. The Contracting Officer or Contracting Officer's Representative (COR) will provide the contractor with a requirements document specifying the surge requirement, and expected outcomes. The contractor shall develop a Surge Plan which shall include, project approach, milestones and schedules, and detailed resource information to

be reviewed and approved by the Government. The contractor shall staff surge resources within 30 calendar days of formal written approval of the Surge Plan. The Government shall use existing performance metrics and SLAs to measure surge-related performance.

5.0 SUBMIT REPORTS & DOCUMENTATION

5.1 Technical Roadmap

The Contractor shall follow the Technical Roadmap requirements identified in the PWS Section 5.8.1 of the EITS II Base IDIQ.

5.2 Risk Management Plan

The Contractor shall follow the Risk Management Plan requirements identified in the PWS Section 5.8.3 of the EITS II Base IDIQ.

5.3 Meeting Summaries

The Contractor shall follow the Meeting Summaries requirements identified in the PWS Section 5.8.4 of the EITS II Base IDIQ.

5.4 Weekly In-Progress Review (IPR)

The Contractor shall follow the IPR requirements identified in the PWS Section 5.8.5 of the EITS II Base IDIQ.

5.5 Monthly Status Report (MSR) and Senior Management Reviews (SMR)

The Contractor shall follow the MSR and SMR requirements identified in the PWS Section 5.8.6 of the EITS II Base IDIQ.

5.6 Problem Notification Report (PNR)

The Contractor shall follow the PNR requirements identified in the PWS Section 5.8.7 of the EITS II Base IDIQ.

5.7 Contract Discrepancy Report (CDR)

The Contractor shall follow the CDR requirements identified in the PWS Section 5.8.8 of the EITS II Base IDIQ.

5.8 Semi-Annual Subcontract Report

The Contractor shall follow the Semi-Annual Subcontract Report requirements identified in the PWS Section 5.8.9 of the EITS II Base IDIQ.

5.9 Quality Management System

The Contractor shall follow the Quality Management System requirements identified in the PWS Section 5.9 of the EITS II Base IDIQ.

5.10 Quality Control Plan (QCP)

The Contractor shall follow the QCP requirements identified in the PWS Section 5.9.1 of the EITS II Base IDIQ.

5.11 Quality Assurance

The Contractor shall follow the Quality Assurance requirements identified in the PWS Section 5.9.2 of the EITS II Base IDIQ.

6.0 DELIVERABLES

All deliverables and work products shall be submitted to the COR in electronic format for acceptance and approval. The acceptance of deliverables and satisfactory work performance shall be based on the timeliness, accuracy and standards as specified in the requirements of the PWS.

PWS Section	PWS Section	Date Due/Frequency
4.1.1	Project Management Plan(PMP)	Draft due within 10 days of order award Final due in accordance with Inspection and Acceptance clause Updated as changes take place
4.1.2	Maintain SharePoint sites	Updated 10 days after award and updated within 2 days after documents change
4.2	Accelerate Fee & Premium Rate Changes	In production by November 1, 2019
4.3	Update Catastrophic Cap Processes	In production by January 2020
4.3.7	Catastrophic Cap Recalculations Report	In production by June 1, 2020

4.4	Medicare Reminder Letter	Completed by end of Q2 of Base Period
4.5.2.1	TMEP Crossover File (Incoming)	Per Government approved Project Management Plan
4.5.2.3	TMEP Crossover File (Outgoing)	Per Government approved Project Management Plan
4.5.4	Establish TMEP Connectivity & connectivity testing	Per Government approved Project Management Plan
4.5.5	TMEP Training & Training Documentation	Per Government approved Project Management Plan
4.6.2	TOP21 Data Conversion Plan	Per Government approved Project Management Plan
4.6.4	Defense Medical Information System (DMIS) table update	Per Government approved Project Management Plan
4.6.5	Establish TOP21 Connectivity & Connectivity Testing	Per Government approved Project Management Plan
4.6.6	TOP21 Training & Training Documentation	Per Government approved Project Management Plan
4.6.7	TOP21 Implementation Support	Per Government approved Project Management Plan
4.7	Overseas BWE Changes	Completed by end of Q3 of Base Period
4.8.1	Email & Text Message Analysis	60 Days after award

4.8.2	Personal Email & Text Message Implementation	Completed by 30 prior end of contract expiration
5.1	Technical Roadmap	30 days after contract award
5.2	Risk Management Plan	30 days after award, update as needed
5.3	Meeting Summaries	1 day after the meeting
5.4	Weekly IPR	Weekly - Written report is due 1 day prior to meeting
5.5	Monthly MSR	MSR shall be conducted on the 15th working day of each month; electronic copy of brief shall be delivered 3 days prior to the brief.
5.6	Problem Notification Report	3 days after identification of problem
5.7	Contract Discrepancy Report	Respond to CDR in accordance with the requests from GSA Contracting Officer
5.8	Semi-Annual Subcontract Reporting	The report shall be submitted after each 180 days of performance
5.9	Quality Management System	15 days after contract award, update as needed
5.10	Quality Control Plan	15 days after contract award, update as needed
5.11	Quality Assurance Plan	15 days after contract award, update as needed

12.4	Post Award Conference	Within 5 days of award
------	-----------------------	------------------------

7.0 Performance Standards

The incentive for achieving the Acceptable Quality Levels (AQLs) listed in the table below is a positive past performance evaluation, it should be understood that failure to meet the performance metrics below will result in negative past performance evaluations. All AQLs will be reported in the MSR.

Past Performance Evaluations will be submitted to the Contractor Performance Assessment Reporting System (CPARS) for all government agencies to review. Past Performance Evaluations will contain detailed narratives explaining reasons for positive and negative assessments. The following are the specific performance standards for this PWS. In addition to the below AQL table, the contractor shall meet all the requirements identified in Appendix D - SDLC - Process Handbook v2.0 of the EITS II IDIQ.

Performance Standard	Acceptable Quality Level (AQL)	Method of Surveillance
Functionality of the software to meet required systems architecture and processing capabilities	Functionality defined in the requirements must be prioritized and tolerances for deviation assigned for each component. AQL: 95% of operational capability.	Independent verification & validation (IV&V) for testing new releases of software to determine that previous functionality is maintained. Customer satisfaction as measured through validated customer complaints, feedback, and surveys. For conversion projects, independent verification & validation (IV&V) for developing or maintaining system processing/benchmark during parallel processing.
Delivery dates are met	95% compliance	100% inspection

Meet all Government and agency specific requirements	Draft outputs to meet 90% compliance; and revised final outputs to meet 100% compliance	100% inspection to ensure that all Government and Agency specific requirements have been met. Independent verification of security procedures-defined by agency (could be performed by a third party or another agency according to current security regulations and measures.
Software adds value and improves existing functionality without negatively impacting the existing operational environment.	Base line functionality is met at 90% at initial testing with production meeting 100%. Non critical functionality is met at 80%	Independent Verification and Validation (IV&V) for testing new releases of software to determine that previous functionality is improved. Customer satisfaction is measured through validated customer complaints and surveys.
Project Management Plan	90% of areas required by government including the WBS are created and updated monthly with draft; 100% with Final. 95% On time delivery of Initial and Monthly Updates	100% Inspection
Quality Control Plan	95% On time delivery of Initial and Monthly Updates	Random Monitoring and Partial Inspection Quarterly by COR
Risk Management Plan (RMP) RMP delivered on-time and updated monthly	95% on time delivery of initial RMP with no more than five (5) errors 95% delivery of updates by last workday of each month.	Routine inspection of deliverable products and services.
Release and Production Drop Schedules	Schedules consistently depict well-planned, staged and sequenced activities. Schedules make optimal use of the resources.	Schedules reviewed at the Weekly IPR Explanation of scheduled and unscheduled changes shall be provided during regularly

	Flexibility and decision-making shows a consistent ability to promptly identify, evaluate, react and incorporate, into planning and implementation issues as they relate to meeting release and production schedules.	scheduled IPR Observation of Key Government POCs
Customer Satisfaction	Provides value-added advice/thought leadership and deliverables that reflect the DMDC's needs to achieve program success. 95% satisfaction	Help desk surveys, Annual Past Performance Evaluation
Responsiveness	Responds to staff and acknowledges inquiry within one business day 95% response to all inquiries	Direct Observation
Communications (Oral and Written)	<p>- <u>Quality</u>: Provided information that was accurate in technical content, transparent, clear, and relevant.</p> <p>- <u>Timely</u>: Presented information in a timely manner which kept the Government informed of the status on assigned tasks, action items, projects, and service delivery issues.</p> <p>- Pro-active: <u>Engaged in proactive communications regarding project status, scheduling, cost control, pending staffing changes, and actions taken to resolve problems.</u></p> <p>AQL: Communications enable Task Order requirements to be met on time.</p>	Observation Random Inspection

Effective Contractor To Government Partnership	<p>Demonstrated initiative and foresight to identify novel solutions, or offer innovative insights. Melds best-of-breed approaches and industry best practices to address agency challenges.</p> <p>- Champions process improvements or enhancements that result in the compression of timelines, efficiencies in operations, or savings</p> <p>AQL: Positive work relationship with Government POCs.</p>	<p>Observation</p> <p>Stakeholder Feedback</p>
--	---	--

8.0 Non-Disclosure Requirements

The Contractor shall follow the Non-Disclosure requirements identified in PWS Section 8.6 of the EITS II Base IDIQ.

9.0 Cooperation with Other On-Site Contractors

The Contractor shall follow the Cooperation with Other On-Site Contractors requirements identified in PWS Section 11.7 of the EITS Base IDIQ.

10.0 Quality Surveillance

The Government may follow the Appendix P - Quality Assurance Surveillance Plan to EITS II IDIQ Base Contract

11.0 Contractor Administration

This Task Order shall follow all of the requirements identified in the EITS II IDIQ.

11.1 Contract Type

Firm Fixed Price

11.2 Period of Performance

The period of performance for this Task Order shall be 12 months from date of award.

11.3 Place of Performance/Hours of Operation

At least 50% of the work under this task shall be performed on site at DMDC facilities in Seaside, CA. The remaining work can be performed at a contractor provided facility. Any work performed at other locations shall be identified in the contractor's formal submission and approved by the Government.

12.0 Government Points of Contact

GSA Contracting Officer (CO)

Mr. Alexander Garcia

GSA-FAS, Mid-Atlantic Region

The Dow Building - 3rd Floor, 100 S. Independence Mall West, Philadelphia, PA 19106

E-mail: alexander.garcia@gsa.gov

Tel: 215-446-5868

GSA Contracts Specialist (CS)

Michael Levy

GSA-FAS, Mid-Atlantic Region

The Dow Building - 3rd Floor, 100 S. Independence Mall West, Philadelphia, PA 19106

E-mail: michael.levy@gsa.gov

Tel: 215-446-5806

GSA Project Manager / Contracting Officer's Representative (COR)

Mr. Wesley Mellon

GSA-FAS, Mid-Atlantic Region

The Dow Building - 3rd Floor, 100 S. Independence Mall West, Philadelphia, PA 19106

E-mail: Wesley.Mellon@gsa.gov

Tel: 215-446-4566

Alternate GSA Project Manager / COR

Ms. Carol Carpenter

E-mail: Carol.Carpenter@gsa.gov

Tel: (b) (6)

DMDC Points of Contact (POC)

(b) (6)

12.1 Government Furnished Property/Equipment/Information (GFP/GFE/GFI):

The Contractor shall follow the requirements identified in the PWS Section 10.8 of the EITS II Base IDIQ.

12.2 Travel:

Local or long-distance travel may be required to various locations CONUS. The annual travel estimate is \$0. The Contractor shall follow the travel requirements identified in Section 10.7 of the EITS II PWS.

12.3 Security:

The contractor shall comply with all security requirements detailed in the PWS of the EITS II BASE IDIQ.

12.4 Post Award Conference:

The Contractor shall follow the Post Award Conference requirements identified in the PWS Section 10.1 of the EITS II Base IDIQ.

13.0 Inspection, Acceptance, and Payment:

The Contractor shall follow the Inspection and Acceptance requirements identified in the PWS Sections 7.0-7.5 of the EITS II Base IDIQ.

14.0 Invoicing:

Requirements identified in the GSA Invoice Clause included in the EITS II Section B to E will be followed.

15.0 Appendices:

Appendix A – Project Management Process Handbook

Appendix B - Implementation of Group A Fees

Appendix C - Functional Requirements Matrix

Table of PWS Revisions

PWS Revision	Description	MOD
1	a) removed references to “draft” b) added Table of Revisions c) Revised Section 4.4.1 d) Minor edits to Section 4.2 and 4.3 e) Sections 4.5 and 4.6 revised to be Options f) Inserted New Sections 4.9 – 4.11 g) Updated Section 7 to included due dates for 4.4, 4.7, and 4.8.2 h) Updated Section 12.0 to include DMDC Point of Contact	RFQ 9/6/2019
2	a) Section 4.10 removed references to “Notifications” b) Section 15 added Appendix D and Appendix E	RFQ 9/17/2019

Performance Work Statement (PWS)
Enterprise Information Technology Services (EITS) II
Defense Health Agency (DHA) Health Care Initiatives (HCI) Phase III
Task Order #47QFMA18K0030-0017
Order ID: ID03180056013

1.0 INTRODUCTION

The Defense Manpower Data Center (DMDC) in support of the Office of the Under Secretary of Defense for Personnel & Readiness (OUSD P&R), Defense Human Resources Activity (DHRA) requires Information Technology (IT) services to enhance applications and products that support DMDC's Defense Eligibility and Enrollment (DEERS) applications. Support will align IT resource expenditures with business goals and objectives and enable an IT environment with innovative solutions.

2.0 BACKGROUND

The Defense Enrollment Eligibility Reporting System (DEERS) is a series of databases that come together to provide timely and accurate information on those eligible for benefits and entitlements prescribed in Department of Defense (DoD) statute, instruction, policy and regulation. It serves to prevent and detect fraud and abuse in the distribution of these benefits and entitlements and is the definitive centralized source of identity, affiliation, eligibility and enrollment verification for members of the Uniformed Services, other personnel designated by the DoD, and their eligible family members. In addition, DEERS provides statistical and demographic information to support the DoD Components and serves as the authoritative source of TRICARE benefits eligibility and the national enrollment database for TRICARE medical, dental, and special enrollments, as well as the source for fee waiver and special entitlement determinations. DMDC maintains a number of applications to support the following eligibility and enrollment core functional areas:

- Benefits Capture and Determination
- Operator and Self-Service Enrollment
- Primary Care Manager (PCM) Maintenance
- Catastrophic Cap, and Deductible (CCD)
- Fees and Premiums
- Claims Coverage
- Other Health Insurance/Standard Insurance Table (OHI/SIT)
- Person Identifier Updates
- Logon Support (i.e. DS logon, CAC)
- Customer Service
- User Access Management
- Enrollment, Management and Claims

3.0 SCOPE

The scope of this work covers the support for on-going and new development efforts, modernization of databases/data structures, data access approaches, positioning data for decision making, combining operational and reporting data, improving security and governance, and business intelligence.

4.0 PERFORMANCE REQUIREMENTS:

4.1 TASK 1 – CONDUCT PROJECT MANAGEMENT

4.1.1 Prepare and maintain a Project Management Plan (PMP) within 10 calendar days after order award. The PMP shall provide for an overall Work Breakdown Structure (WBS), risk management review; critical path; and schedule dates and dependencies. The established Project Management Plan shall be considered a living document and kept up to date and Government approved at all times. Once the project schedule has been developed and finalized, it shall be uploaded to Microsoft Project Server and published to Microsoft Project Center. Adhere to applying the Project Management Institute best practices (e.g., Project Management Body of Knowledge {PMBOK}) and DMDC Project Management Handbook (Appendix A).

4.1.2 Maintain, refine, and revise the program collaboration sites on DMDC's SharePoint site, as well as external locations when required. The contractor shall include the following documentation on the DMDC internal site: project overview documents; a consistently updated document library that preserves document history; schedules; dashboards; assignment and POC lists; summaries and agendas for all meetings and conferences attended; and support for collaborative editing/versioning of project documents.

4.1.3 Coordinate with all DMDC governance bodies is mandatory for approvals and shall be in accordance with DMDC prescribed Business Process and subsequent updates. These groups include, but not limited to, the Requirements Review Board (RRB), Architecture Review Board (ARB), Change Advisory Board (CAB), Executive Governance Council (EGC), Enterprise Quality Assurance (QA), DMDC Management Advisory Group (DMAG), Cyber Hardening Working Group (CHWG) and all impacted directorates for project requirements, dependencies and execution for approval authority. Adhere to all DMDC Business Process Re-Engineering (BPR) workflows, requirements, and tool usage.

4.2 TASK 2 - ACCELERATE FEE & PREMIUM RATE CHANGES (FEE-1)

Design and implement a fee structure that supports the rapid implementation of changes to any enrollment fee or premium rate, maintaining distinctions based on enrollment plan, beneficiary status (i.e. Group A vs Group B), and family/individual rates. Changes to fees or premiums shall be available in the environment (i.e., test or production) within five business days of receiving the new rates from DHA.

4.3 TASK 3 – CREATE A CATASTROPHIC CAP WAIVER REINSTATEMENT PROCESSES

The catastrophic cap is the most a sponsor and their family will pay out of pocket for covered health care services each calendar year. The catastrophic fee waiver indicates that no further TRICARE Prime or Select enrollment fees are due for that family for the remainder of the calendar year to which the waiver applies. Premium plans, such as Tricare Retired Reserve (TRR), Tricare Reserve Select (TRS) and Tricare Young Adult (TYA) are not affected by the catastrophic fee waiver and are not applied to the catastrophic cap. Waiver reinstatement must be in Production prior to 1 January 2020.

4.3.1 Apply all amounts reported as fee payments for TRICARE Prime and Select plans (including plus with Retired Select) to catastrophic cap computations beginning with Calendar Year (CY) 2018.

4.3.2 Reinstatement the catastrophic cap fee waiver back to CY 2018, applying it to both TRICARE Prime and Select (Groups A & B).

4.3.3 Communicate add, update, or removal (inactivation) of catastrophic cap fee waiver via contractor notifications for waivers that overlap the current enrollment of a beneficiary.

4.3.4 Recalculate family catastrophic cap totals for CYs 2018 and 2019 after the catastrophic after waiver is reinstated.

4.3.5 Adjust paid through dates and store any remaining overage as a credit and Include fee and premium payments in catastrophic cap calculations.

4.3.6 Communicate changes in paid thru dates or credits via automated contractor notifications and applicable fee reports will only be done for policies that overlap the current enrollment of a beneficiary.

4.3.7 Generate a report following recalculation for CYs 2018 and 2019 that identifies the amount of overage for each retiree household that exceeded the catastrophic cap for CYs 2018 and CY 2019. Identify how it was applied (i.e. by extending the paid thru date and/or applying a credit to the policy). Coordinate with DHA.

4.3.8 Create a CCD structure that supports catastrophic cap and deductible variations based on sponsor status (Group A, Group B); differing in and out of network caps; pay plan/rank for active duty; TRR/TRS/TYA (T-Plans) vs Select vs Prime, etc. DHA will provide a chart that contains breakdown of the variations.

4.3.9 Provide a CCD structure that supports annual changes to catastrophic cap and deductible values. Changes shall be available in the specified environment (i.e. test or production) within five business days of receiving new values from DHA.

4.4 TASK 4 – CREATE AND IMPLEMENT A MEDICARE REMINDER LETTER

4.4.1 Modify letters processes to send a Medicare B Reminder Letter to beneficiaries entitled to Medicare part A at or over age 65, but not enrolled in Medicare Part B. A separate letter will be sent to beneficiaries not entitled to Medicare A at/over age 65. Letters will be a full text letter, not an email or postcard.

4.5 TASK 5 – SUPPORT THE TRICARE MEDICARE ELIGIBLE PROGRAM (TMEP) TRANSITION (OPTION)

4.5.1 Coordinate with DHA to develop detailed business requirements for program implementation and transition.

4.5.2 Support Medicare Crossover file processes:

4.5.2.1 Provide a one-time production Medicare crossover file to incoming contractor as soon as possible after security requirements and agreements are completed

4.5.2.2 Conduct weekly crossover file transmissions to incoming contractor 30 days prior to health care delivery date.

4.5.2.3 Provide file to outgoing contractor through their Period of Performance (POP) and for one week following the POP to facilitate contractor's claims processing.

4.5.3 Participate in and provide documentation for the Systems Integration Interface Meeting (SIIM) with the incoming contractor; develop presentations and facilitate discussions on the various web applications and system interfaces applicable.

4.5.4 Facilitate connectivity and connectivity testing of the various interfaces and applications.

4.5.5 Develop training materials and facilitate training for the customers including DHA and the TRICARE Contractors (may be VTC and may be face-to-face depending on the request from DHA).

4.5.6 Provide implementation support to facilitate integration testing, develop and modify test cases, compiling release notes for the external customers, facilitating the release and act as liaison between customer and DMDC Product Management.

4.6 TASK 6 – SUPPORT THE TRANSITION OF TRICARE OVERSEAS PROGRAM (TOP21) (OPTION)

4.6.1 Participate in and provide documentation for the SIIM with the incoming contractor. Develop presentations and facilitate discussions on the various web applications and system interfaces applicable to the contract/contractor.

4.6.2 Develop and facilitate the data conversion plan (includes transition from 3 to 2 overseas regions) support includes:

4.6.2.1 Update the data conversion scripts.

4.6.2.2 Execute and test the data conversion scripts and plan in all DMDC regions, coordinating with DHA and the TOP contractor on Integration Test (Contractor Test DEMO2), Stress Test, and Production regions.

4.6.2.3 Compile and transfer the enrollment Gold File.

4.6.3 Support dual operations period and contractor run-out for outgoing contractor.

4.6.4 Update the Defense Medical Information System (DMIS) table region/routing changes and/or any Service Area File (SAF) changes made by DHA as part of the contract change.

4.6.5 Facilitate connectivity and connectivity testing of the various interfaces and applications in all environments.

4.6.6 Develop material and facilitate training for the customers including DHA and the TRICARE Contractors (may be VTC or face-to-face depending on the request from DHA).

4.6.7 Provide implementation support to facilitate integration testing, developing/modifying test cases, compiling release notes for the external customers, facilitating the release and act as liaison between customer and DMDC Product Management; Support Performance Readiness Verification (PRV) and Performance Readiness Assessment and Validation (PRAV) activities.

4.6.8 Support beneficiary notification of contract transition if non-incumbent is awarded or Contractor contact information has changed.

4.7 TASK 7 - MODIFY OVERSEAS BENEFICIARY WEB ENROLLMENT (OBWE) ENHANCEMENTS FOR OVERSEAS

4.7.1 Change BWE to confirm country of residence with beneficiary (includes support for beneficiaries with non-US and APO/FPO addresses).

4.7.2 Add location and enrollment program options based on country of residence.

4.7.3 Implement the ability to update processes that account for changes to Prime and Prime Remote locations.

4.8 TASK 8 – COLLECT PERSONAL EMAIL ADDRESSES AND IMPLEMENT SECURE TEXT MESSAGING

4.8.1 Conduct analysis and provide a report that identifies use cases, requirements policies and procedures that restrict use and develop necessary changes. Include consideration of this data for surveys and educations/marketing.

4.8.2 Develop requirements and implement a system or repository to collect and authorize use of personal email addresses and text messaging for DoD purposes.

4.9 TASK 9 – SUPPORT DHA’S HIGH VALUE HEALTH PLAN MARKET DEMONSTRATION PROJECT (ACO II) (OPTION)

A TRICARE Market will be selected by DHA to test how high-value ACO’s healthcare delivery model can compete for and deliver the TRICARE benefit. The market chosen for this demonstration will be heavily populated with TRICARE beneficiaries and also have a Health Plan rich environment of competing ACO organizations willing to accept risks on a capitated basis and provide the TRICARE Benefit to voluntary TRICARE enrollees. ACO II shall be in Production by October 2020 and operational January, 1 2021.

4.9.1 Support expansion of the ACO demonstrations by delivering TRICARE benefits in a second region

4.9.2 Apply fee waivers and generic Primary Care Managers to support the demonstration. Support PCM batch moves to/from ACOs as needed.

4.9.3 Develop and implement changes to self-service and operator applications to support ACO-style demonstration project requirements including zip code enforcement.

4.9.4 Develop and provide data to support beneficiary mailings; modify correspondence rules to prevent automatic beneficiary notifications.

4.9.5 Refine and expand ACO enrollment, disenrollment, and waiver reports.

4.10 TASK 10 – CREATE & MODIFY REPORTS & NOTIFICATIONS (OPTION)

4.10.1 Modify Premium Credit report to include non-terminated policies paid out more than two years in advance with positive credits.

4.10.2 Support annual TRICARE open season reporting to DHA. Reports shall include counts for enrollments, eligible, but not enrolled, and open season usage rates.

4.11 TASK 11 – IMPLEMENT TRICARE GROUP A FEES (OPTION)

TRICARE beneficiaries Group A are sponsor's on initial enlistment or appointment occurred before January 1, 2018. Group A fee Implementation shall be in place by OCT 2020.

4.11.1 Apply Group A fees for TRICARE Select retirees and family members by effective date of January 1, 2021.

4.11.2 Terminate TRICARE Retiree Select policies/enrollments effective December 31, 2020, as directed, prior to 2021 TRICARE Open Season beginning in November 2020.

4.11.3 Support 3-5 beneficiary notifications to communicate enforcement of Select fees. Content shall come from DHA. Communication may be via mail and/or email, as specified by DHA.

4.11.4 Develop a report summarizing the number of retired beneficiaries (Group A & B) whose coverage will be terminated effective December 31, 2020. Include count of beneficiaries' eligible but not enrolled at the time of terminations. Provide output specified by DHA and generate report at the time HCDP terminations are performed (prior to open season).

4.12 TASK 12 - SURGE SUPPORT (OPTIONAL)

DMDC must respond to real-world changes, whether it is a new reform initiative, top-down policies and mandates, or even national security interests and immediate threats. It is essential that DMDC have the IT resources and means to support evolving threats. Projects include, short-term (less than 90 calendar days) response to implement directives, support to cybersecurity-related events, and surge to support complex upgrades. The contractor shall provide staffing resources within scope of the current contract to fulfill unplanned projects or unanticipated requirements. The contractor shall use industry best practices and subject matter expertise to execute additional, as needed, related projects. Surge support shall include, but is not limited to, the following activities:

- Additional resources to support the relocation of DMDC applications/systems
- Rapid capabilities that mitigate or resolve major IT issues, cybersecurity threats, national security events, policy changes, and impacts
- Implementation of new DHA programs
- Transition or transfer of existing DoD programs

The contractor shall account for additional as-needed activities and provide the resources necessary to accommodate them. During the life of this contract the workload in any one area may grow significantly for a period of time. When a surge requirement is identified by the Government, the surge CLIN will be exercised. The Contracting Officer or Contracting Officer's Representative (COR) will provide the contractor with a requirements document specifying the surge requirement, and expected outcomes. The contractor shall develop a Surge Plan which shall include, project approach, milestones and schedules, and detailed resource information to

be reviewed and approved by the Government. The contractor shall staff surge resources within 30 calendar days of formal written approval of the Surge Plan. The Government shall use existing performance metrics and SLAs to measure surge-related performance.

5.0 SUBMIT REPORTS & DOCUMENTATION

5.1 Technical Roadmap

The Contractor shall follow the Technical Roadmap requirements identified in the PWS Section 5.8.1 of the EITS II Base IDIQ.

5.2 Risk Management Plan

The Contractor shall follow the Risk Management Plan requirements identified in the PWS Section 5.8.3 of the EITS II Base IDIQ.

5.3 Meeting Summaries

The Contractor shall follow the Meeting Summaries requirements identified in the PWS Section 5.8.4 of the EITS II Base IDIQ.

5.4 Weekly In-Progress Review (IPR)

The Contractor shall follow the IPR requirements identified in the PWS Section 5.8.5 of the EITS II Base IDIQ.

5.5 Monthly Status Report (MSR) and Senior Management Reviews (SMR)

The Contractor shall follow the MSR and SMR requirements identified in the PWS Section 5.8.6 of the EITS II Base IDIQ.

5.6 Problem Notification Report (PNR)

The Contractor shall follow the PNR requirements identified in the PWS Section 5.8.7 of the EITS II Base IDIQ.

5.7 Contract Discrepancy Report (CDR)

The Contractor shall follow the CDR requirements identified in the PWS Section 5.8.8 of the EITS II Base IDIQ.

5.8 Semi-Annual Subcontract Report

The Contractor shall follow the Semi-Annual Subcontract Report requirements identified in the PWS Section 5.8.9 of the EITS II Base IDIQ.

5.9 Quality Management System

The Contractor shall follow the Quality Management System requirements identified in the PWS Section 5.9 of the EITS II Base IDIQ.

5.10 Quality Control Plan (QCP)

The Contractor shall follow the QCP requirements identified in the PWS Section 5.9.1 of the EITS II Base IDIQ.

5.11 Quality Assurance

The Contractor shall follow the Quality Assurance requirements identified in the PWS Section 5.9.2 of the EITS II Base IDIQ.

6.0 DELIVERABLES

All deliverables and work products shall be submitted to the COR in electronic format for acceptance and approval. The acceptance of deliverables and satisfactory work performance shall be based on the timeliness, accuracy and standards as specified in the requirements of the PWS.

PWS Section	PWS Section	Date Due/Frequency
4.1.1	Project Management Plan(PMP)	Draft due within 10 days of order award Final due in accordance with Inspection and Acceptance clause Updated as changes take place
4.1.2	Maintain SharePoint sites	Updated 10 days after award and updated within 2 days after documents change
4.2	Accelerate Fee & Premium Rate Changes	In production by November 1, 2019
4.3	Update Catastrophic Cap Processes	In production by January 2020
4.3.7	Catastrophic Cap Recalculations Report	In production by June 1, 2020

4.4	Medicare Reminder Letter	Completed by end of Q2 of Base Period
4.5.2.1	TMEP Crossover File (Incoming)	Per Government approved Project Management Plan
4.5.2.3	TMEP Crossover File (Outgoing)	Per Government approved Project Management Plan
4.5.4	Establish TMEP Connectivity & connectivity testing	Per Government approved Project Management Plan
4.5.5	TMEP Training & Training Documentation	Per Government approved Project Management Plan
4.6.2	TOP21 Data Conversion Plan	Per Government approved Project Management Plan
4.6.4	Defense Medical Information System (DMIS) table update	Per Government approved Project Management Plan
4.6.5	Establish TOP21 Connectivity & Connectivity Testing	Per Government approved Project Management Plan
4.6.6	TOP21 Training & Training Documentation	Per Government approved Project Management Plan
4.6.7	TOP21 Implementation Support	Per Government approved Project Management Plan
4.7	Overseas BWE Changes	Completed by end of Q3 of Base Period
4.8.1	Email & Text Message Analysis	60 Days after award

4.8.2	Personal Email & Text Message Implementation	Completed by 30 prior end of contract expiration
5.1	Technical Roadmap	30 days after contract award
5.2	Risk Management Plan	30 days after award, update as needed
5.3	Meeting Summaries	1 day after the meeting
5.4	Weekly IPR	Weekly - Written report is due 1 day prior to meeting
5.5	Monthly MSR	MSR shall be conducted on the 15th working day of each month; electronic copy of brief shall be delivered 3 days prior to the brief.
5.6	Problem Notification Report	3 days after identification of problem
5.7	Contract Discrepancy Report	Respond to CDR in accordance with the requests from GSA Contracting Officer
5.8	Semi-Annual Subcontract Reporting	The report shall be submitted after each 180 days of performance
5.9	Quality Management System	15 days after contract award, update as needed
5.10	Quality Control Plan	15 days after contract award, update as needed
5.11	Quality Assurance Plan	15 days after contract award, update as needed

12.4	Post Award Conference	Within 5 days of award
------	-----------------------	------------------------

7.0 Performance Standards

The incentive for achieving the Acceptable Quality Levels (AQLs) listed in the table below is a positive past performance evaluation, it should be understood that failure to meet the performance metrics below will result in negative past performance evaluations. All AQLs will be reported in the MSR.

Past Performance Evaluations will be submitted to the Contractor Performance Assessment Reporting System (CPARS) for all government agencies to review. Past Performance Evaluations will contain detailed narratives explaining reasons for positive and negative assessments. The following are the specific performance standards for this PWS. In addition to the below AQL table, the contractor shall meet all the requirements identified in Appendix D - SDLC - Process Handbook v2.0 of the EITS II IDIQ.

Performance Standard	Acceptable Quality Level (AQL)	Method of Surveillance
Functionality of the software to meet required systems architecture and processing capabilities	Functionality defined in the requirements must be prioritized and tolerances for deviation assigned for each component. AQL: 95% of operational capability.	Independent verification & validation (IV&V) for testing new releases of software to determine that previous functionality is maintained. Customer satisfaction as measured through validated customer complaints, feedback, and surveys. For conversion projects, independent verification & validation (IV&V) for developing or maintaining system processing/benchmark during parallel processing.
Delivery dates are met	95% compliance	100% inspection

Meet all Government and agency specific requirements	Draft outputs to meet 90% compliance; and revised final outputs to meet 100% compliance	100% inspection to ensure that all Government and Agency specific requirements have been met. Independent verification of security procedures-defined by agency (could be performed by a third party or another agency according to current security regulations and measures.
Software adds value and improves existing functionality without negatively impacting the existing operational environment.	Base line functionality is met at 90% at initial testing with production meeting 100%. Non critical functionality is met at 80%	Independent Verification and Validation (IV&V) for testing new releases of software to determine that previous functionality is improved. Customer satisfaction is measured through validated customer complaints and surveys.
Project Management Plan	90% of areas required by government including the WBS are created and updated monthly with draft; 100% with Final. 95% On time delivery of Initial and Monthly Updates	100% Inspection
Quality Control Plan	95% On time delivery of Initial and Monthly Updates	Random Monitoring and Partial Inspection Quarterly by COR
Risk Management Plan (RMP) RMP delivered on-time and updated monthly	95% on time delivery of initial RMP with no more than five (5) errors 95% delivery of updates by last workday of each month.	Routine inspection of deliverable products and services.
Release and Production Drop Schedules	Schedules consistently depict well-planned, staged and sequenced activities. Schedules make optimal use of the resources.	Schedules reviewed at the Weekly IPR Explanation of scheduled and unscheduled changes shall be provided during regularly

	Flexibility and decision-making shows a consistent ability to promptly identify, evaluate, react and incorporate, into planning and implementation issues as they relate to meeting release and production schedules.	scheduled IPR Observation of Key Government POCs
Customer Satisfaction	Provides value-added advice/thought leadership and deliverables that reflect the DMDC's needs to achieve program success. 95% satisfaction	Help desk surveys, Annual Past Performance Evaluation
Responsiveness	Responds to staff and acknowledges inquiry within one business day 95% response to all inquiries	Direct Observation
Communications (Oral and Written)	<p>- <u>Quality</u>: Provided information that was accurate in technical content, transparent, clear, and relevant.</p> <p>- <u>Timely</u>: Presented information in a timely manner which kept the Government informed of the status on assigned tasks, action items, projects, and service delivery issues.</p> <p>- Pro-active: <u>Engaged in proactive communications regarding project status, scheduling, cost control, pending staffing changes, and actions taken to resolve problems.</u></p> <p>AQL: Communications enable Task Order requirements to be met on time.</p>	Observation Random Inspection

Effective Contractor To Government Partnership	<p>Demonstrated initiative and foresight to identify novel solutions, or offer innovative insights. Melds best-of-breed approaches and industry best practices to address agency challenges.</p> <p>- Champions process improvements or enhancements that result in the compression of timelines, efficiencies in operations, or savings</p> <p>AQL: Positive work relationship with Government POCs.</p>	<p>Observation</p> <p>Stakeholder Feedback</p>
--	---	--

8.0 Non-Disclosure Requirements

The Contractor shall follow the Non-Disclosure requirements identified in PWS Section 8.6 of the EITS II Base IDIQ.

9.0 Cooperation with Other On-Site Contractors

The Contractor shall follow the Cooperation with Other On-Site Contractors requirements identified in PWS Section 11.7 of the EITS Base IDIQ.

10.0 Quality Surveillance

The Government may follow the Appendix P - Quality Assurance Surveillance Plan to EITS II IDIQ Base Contract

11.0 Contractor Administration

This Task Order shall follow all of the requirements identified in the EITS II IDIQ.

11.1 Contract Type

Firm Fixed Price

11.2 Period of Performance

The period of performance for this Task Order shall be 12 months from date of award.

11.3 Place of Performance/Hours of Operation

At least 50% of the work under this task shall be performed on site at DMDC facilities in Seaside, CA. The remaining work can be performed at a contractor provided facility. Any work performed at other locations shall be identified in the contractor's formal submission and approved by the Government.

12.0 Government Points of Contact

GSA Contracting Officer (CO)

Mr. Alexander Garcia

GSA-FAS, Mid-Atlantic Region

The Dow Building - 3rd Floor, 100 S. Independence Mall West, Philadelphia, PA 19106

E-mail: alexander.garcia@gsa.gov

Tel: 215-446-5868

GSA Contracts Specialist (CS)

Michael Levy

GSA-FAS, Mid-Atlantic Region

The Dow Building - 3rd Floor, 100 S. Independence Mall West, Philadelphia, PA 19106

E-mail: michael.levy@gsa.gov

Tel: 215-446-5806

GSA Project Manager / Contracting Officer's Representative (COR)

Mr. Wesley Mellon

GSA-FAS, Mid-Atlantic Region

The Dow Building - 3rd Floor, 100 S. Independence Mall West, Philadelphia, PA 19106

E-mail: Wesley.Mellon@gsa.gov

Tel: 215-446-4566

Alternate GSA Project Manager / COR

Ms. Carol Carpenter

E-mail: Carol.Carpenter@gsa.gov

Tel: (b) (6)

(b) (6)

12.1 Government Furnished Property/Equipment/Information (GFP/GFE/GFI):

The Contractor shall follow the requirements identified in the PWS Section 10.8 of the EITS II Base IDIQ.

12.2 Travel:

Local or long-distance travel may be required to various locations CONUS. The annual travel estimate is \$0. The Contractor shall follow the travel requirements identified in Section 10.7 of the EITS II PWS.

12.3 Security:

The contractor shall comply with all security requirements detailed in the PWS of the EITS II BASE IDIQ.

12.4 Post Award Conference:

The Contractor shall follow the Post Award Conference requirements identified in the PWS Section 10.1 of the EITS II Base IDIQ.

13.0 Inspection, Acceptance, and Payment:

The Contractor shall follow the Inspection and Acceptance requirements identified in the PWS Sections 7.0-7.5 of the EITS II Base IDIQ.

14.0 Invoicing:

Requirements identified in the GSA Invoice Clause included in the EITS II Section B to E will be followed.

15.0 Appendices:

Appendix A – Project Management Process Handbook

Appendix B - Implementation of Group A Fees

Appendix C - Functional Requirements Matrix

Appendix D - Medicare Part A and B Reminder Letter

Appendix E - Medicare Part B Reminder Letter

Table of PWS Revisions

PWS Revision	Description	MOD
1	a) removed references to “draft” b) added Table of Revisions c) Revised Section 4.4.1 d) Minor edits to Section 4.2 and 4.3 e) Sections 4.5 and 4.6 revised to be Options f) Inserted New Sections 4.9 – 4.11 g) Updated Section 7 to included due dates for 4.4, 4.7, and 4.8.2 h) Updated Section 12.0 to include DMDC Point of Contact	RFQ 9/6/2019
2	a) Section 4.10 removed references to “Notifications” b) Section 15 added Appendix D and Appendix E	RFQ 9/17/2019
3	a) Section 6.0 Deliverables: update due date for Technical Roadmap, Catastrophic Cap Processes, Catastrophic Cap Recalculations Report and remove the Quality Management System deliverable	MOD 01 01/13/2020

Performance Work Statement (PWS)
Enterprise Information Technology Services (EITS) II
Defense Health Agency (DHA) Health Care Initiatives (HCI) Phase III
Task Order #47QFMA18K0030-0017
Order ID: ID03180056013

1.0 INTRODUCTION

The Defense Manpower Data Center (DMDC) in support of the Office of the Under Secretary of Defense for Personnel & Readiness (OUSD P&R), Defense Human Resources Activity (DHRA) requires Information Technology (IT) services to enhance applications and products that support DMDC's Defense Eligibility and Enrollment (DEERS) applications. Support will align IT resource expenditures with business goals and objectives and enable an IT environment with innovative solutions.

2.0 BACKGROUND

The Defense Enrollment Eligibility Reporting System (DEERS) is a series of databases that come together to provide timely and accurate information on those eligible for benefits and entitlements prescribed in Department of Defense (DoD) statute, instruction, policy and regulation. It serves to prevent and detect fraud and abuse in the distribution of these benefits and entitlements and is the definitive centralized source of identity, affiliation, eligibility and enrollment verification for members of the Uniformed Services, other personnel designated by the DoD, and their eligible family members. In addition, DEERS provides statistical and demographic information to support the DoD Components and serves as the authoritative source of TRICARE benefits eligibility and the national enrollment database for TRICARE medical, dental, and special enrollments, as well as the source for fee waiver and special entitlement determinations. DMDC maintains a number of applications to support the following eligibility and enrollment core functional areas:

- Benefits Capture and Determination
- Operator and Self-Service Enrollment
- Primary Care Manager (PCM) Maintenance
- Catastrophic Cap, and Deductible (CCD)
- Fees and Premiums
- Claims Coverage
- Other Health Insurance/Standard Insurance Table (OHI/SIT)
- Person Identifier Updates
- Logon Support (i.e. DS logon, CAC)
- Customer Service
- User Access Management
- Enrollment, Management and Claims

3.0 SCOPE

The scope of this work covers the support for on-going and new development efforts, modernization of databases/data structures, data access approaches, positioning data for decision making, combining operational and reporting data, improving security and governance, and business intelligence.

4.0 PERFORMANCE REQUIREMENTS:

4.1 TASK 1 – CONDUCT PROJECT MANAGEMENT

4.1.1 Prepare and maintain a Project Management Plan (PMP) within 10 calendar days after order award. The PMP shall provide for an overall Work Breakdown Structure (WBS), risk management review; critical path; and schedule dates and dependencies. The established Project Management Plan shall be considered a living document and kept up to date and Government approved at all times. Once the project schedule has been developed and finalized, it shall be uploaded to Microsoft Project Server and published to Microsoft Project Center. Adhere to applying the Project Management Institute best practices (e.g., Project Management Body of Knowledge {PMBOK}) and DMDC Project Management Handbook (Appendix A).

4.1.2 Maintain, refine, and revise the program collaboration sites on DMDC's SharePoint site, as well as external locations when required. The contractor shall include the following documentation on the DMDC internal site: project overview documents; a consistently updated document library that preserves document history; schedules; dashboards; assignment and POC lists; summaries and agendas for all meetings and conferences attended; and support for collaborative editing/versioning of project documents.

4.1.3 Coordinate with all DMDC governance bodies is mandatory for approvals and shall be in accordance with DMDC prescribed Business Process and subsequent updates. These groups include, but not limited to, the Requirements Review Board (RRB), Architecture Review Board (ARB), Change Advisory Board (CAB), Executive Governance Council (EGC), Enterprise Quality Assurance (QA), DMDC Management Advisory Group (DMAG), Cyber Hardening Working Group (CHWG) and all impacted directorates for project requirements, dependencies and execution for approval authority. Adhere to all DMDC Business Process Re-Engineering (BPR) workflows, requirements, and tool usage.

4.2 TASK 2 - ACCELERATE FEE & PREMIUM RATE CHANGES (FEE-1)

Design and implement a fee structure that supports the rapid implementation of changes to any enrollment fee or premium rate, maintaining distinctions based on enrollment plan, beneficiary status (i.e. Group A vs Group B), and family/individual rates. Changes to fees or premiums shall be available in the environment (i.e., test or production) within five business days of receiving the new rates from DHA.

4.3 TASK 3 – CREATE A CATASTROPHIC CAP WAIVER REINSTATEMENT PROCESSES

The catastrophic cap is the most a sponsor and their family will pay out of pocket for covered health care services each calendar year. The catastrophic fee waiver indicates that no further TRICARE Prime or Select enrollment fees are due for that family for the remainder of the calendar year to which the waiver applies. Premium plans, such as Tricare Retired Reserve (TRR), Tricare Reserve Select (TRS) and Tricare Young Adult (TYA) are not affected by the catastrophic fee waiver and are not applied to the catastrophic cap. Waiver reinstatement must be in Production prior to 1 January 2020.

4.3.1 Apply all amounts reported as fee payments for TRICARE Prime and Select plans (including plus with Retired Select) to catastrophic cap computations beginning with Calendar Year (CY) 2018.

4.3.2 Reinstatement the catastrophic cap fee waiver back to CY 2018, applying it to both TRICARE Prime and Select (Groups A & B).

4.3.3 Communicate add, update, or removal (inactivation) of catastrophic cap fee waiver via contractor notifications for waivers that overlap the current enrollment of a beneficiary.

4.3.4 Recalculate family catastrophic cap totals for CYs 2018 and 2019 after the catastrophic after waiver is reinstated.

4.3.5 Adjust paid through dates and store any remaining overage as a credit and Include fee and premium payments in catastrophic cap calculations.

4.3.6 Communicate changes in paid thru dates or credits via automated contractor notifications and applicable fee reports will only be done for policies that overlap the current enrollment of a beneficiary.

4.3.7 Generate a report following recalculation for CYs 2018 and 2019 that identifies the amount of overage for each retiree household that exceeded the catastrophic cap for CYs 2018 and CY 2019. Identify how it was applied (i.e. by extending the paid thru date and/or applying a credit to the policy). Coordinate with DHA.

4.3.8 Create a CCD structure that supports catastrophic cap and deductible variations based on sponsor status (Group A, Group B); differing in and out of network caps; pay plan/rank for active duty; TRR/TRS/TYA (T-Plans) vs Select vs Prime, etc. DHA will provide a chart that contains breakdown of the variations.

4.3.9 Provide a CCD structure that supports annual changes to catastrophic cap and deductible values. Changes shall be available in the specified environment (i.e. test or production) within five business days of receiving new values from DHA.

4.4 TASK 4 – CREATE AND IMPLEMENT A MEDICARE REMINDER LETTER

4.4.1 Modify letters processes to send a Medicare B Reminder Letter to beneficiaries entitled to Medicare part A at or over age 65, but not enrolled in Medicare Part B. A separate letter will be sent to beneficiaries not entitled to Medicare A at/over age 65. Letters will be a full text letter, not an email or postcard.

4.5 TASK 5 – SUPPORT THE TRICARE MEDICARE ELIGIBLE PROGRAM (TMEP) TRANSITION (OPTION)

4.5.1 Coordinate with DHA to develop detailed business requirements for program implementation and transition.

4.5.2 Support Medicare Crossover file processes:

4.5.2.1 Provide a one-time production Medicare crossover file to incoming contractor as soon as possible after security requirements and agreements are completed

4.5.2.2 Conduct weekly crossover file transmissions to incoming contractor 30 days prior to health care delivery date.

4.5.2.3 Provide file to outgoing contractor through their Period of Performance (POP) and for one week following the POP to facilitate contractor's claims processing.

4.5.3 Participate in and provide documentation for the Systems Integration Interface Meeting (SIIM) with the incoming contractor; develop presentations and facilitate discussions on the various web applications and system interfaces applicable.

4.5.4 Facilitate connectivity and connectivity testing of the various interfaces and applications.

4.5.5 Develop training materials and facilitate training for the customers including DHA and the TRICARE Contractors (may be VTC and may be face-to-face depending on the request from DHA).

4.5.6 Provide implementation support to facilitate integration testing, develop and modify test cases, compiling release notes for the external customers, facilitating the release and act as liaison between customer and DMDC Product Management.

4.6 TASK 6 – SUPPORT THE TRANSITION OF TRICARE OVERSEAS PROGRAM (TOP21) (OPTION)

4.6.1 Participate in and provide documentation for the SIIM with the incoming contractor. Develop presentations and facilitate discussions on the various web applications and system interfaces applicable to the contract/contractor.

4.6.2 Develop and facilitate the data conversion plan (includes transition from 3 to 2 overseas regions) support includes:

4.6.2.1 Update the data conversion scripts.

4.6.2.2 Execute and test the data conversion scripts and plan in all DMDC regions, coordinating with DHA and the TOP contractor on Integration Test (Contractor Test DEMO2), Stress Test, and Production regions.

4.6.2.3 Compile and transfer the enrollment Gold File.

4.6.3 Support dual operations period and contractor run-out for outgoing contractor.

4.6.4 Update the Defense Medical Information System (DMIS) table region/routing changes and/or any Service Area File (SAF) changes made by DHA as part of the contract change.

4.6.5 Facilitate connectivity and connectivity testing of the various interfaces and applications in all environments.

4.6.6 Develop material and facilitate training for the customers including DHA and the TRICARE Contractors (may be VTC or face-to-face depending on the request from DHA).

4.6.7 Provide implementation support to facilitate integration testing, developing/modifying test cases, compiling release notes for the external customers, facilitating the release and act as liaison between customer and DMDC Product Management; Support Performance Readiness Verification (PRV) and Performance Readiness Assessment and Validation (PRAV) activities.

4.6.8 Support beneficiary notification of contract transition if non-incumbent is awarded or Contractor contact information has changed.

4.7 TASK 7 - MODIFY OVERSEAS BENEFICIARY WEB ENROLLMENT (OBWE) ENHANCEMENTS FOR OVERSEAS

4.7.1 Change BWE to confirm country of residence with beneficiary (includes support for beneficiaries with non-US and APO/FPO addresses).

4.7.2 Add location and enrollment program options based on country of residence.

4.7.3 Implement the ability to update processes that account for changes to Prime and Prime Remote locations.

4.8 TASK 8 – COLLECT PERSONAL EMAIL ADDRESSES AND IMPLEMENT SECURE TEXT MESSAGING

4.8.1 Conduct analysis and provide a report that identifies use cases, requirements policies and procedures that restrict use and develop necessary changes. Include consideration of this data for surveys and educations/marketing.

4.8.2 Develop requirements and implement a system or repository to collect and authorize use of personal email addresses and text messaging for DoD purposes.

4.9 TASK 9 – SUPPORT DHA’S HIGH VALUE HEALTH PLAN MARKET DEMONSTRATION PROJECT (ACO II) (OPTION)

A TRICARE Market will be selected by DHA to test how high-value ACO’s healthcare delivery model can compete for and deliver the TRICARE benefit. The market chosen for this demonstration will be heavily populated with TRICARE beneficiaries and also have a Health Plan rich environment of competing ACO organizations willing to accept risks on a capitated basis and provide the TRICARE Benefit to voluntary TRICARE enrollees. ACO II shall be in Production by October 2020 and operational January, 1 2021.

4.9.1 Support expansion of the ACO demonstrations by delivering TRICARE benefits in a second region

4.9.2 Apply fee waivers and generic Primary Care Managers to support the demonstration. Support PCM batch moves to/from ACOs as needed.

4.9.3 Develop and implement changes to self-service and operator applications to support ACO-style demonstration project requirements including zip code enforcement.

4.9.4 Develop and provide data to support beneficiary mailings; modify correspondence rules to prevent automatic beneficiary notifications.

4.9.5 Refine and expand ACO enrollment, disenrollment, and waiver reports.

4.10 TASK 10 – CREATE & MODIFY REPORTS (OPTION)

4.10.1 Modify Premium Credit report to include non-terminated policies paid out more than two years in advance with positive credits.

4.10.2 Support annual TRICARE open season reporting to DHA. Reports shall include counts for enrollments, eligible, but not enrolled, and open season usage rates.

4.11 TASK 11 – IMPLEMENT TRICARE GROUP A FEES (OPTION)

TRICARE beneficiaries Group A are sponsor's on initial enlistment or appointment occurred before January 1, 2018. Group A fee Implementation shall be in place by OCT 2020.

4.11.1 Apply Group A fees for TRICARE Select retirees and family members by effective date of January 1, 2021.

4.11.2 Terminate TRICARE Retiree Select policies/enrollments effective December 31, 2020, as directed, prior to 2021 TRICARE Open Season beginning in November 2020.

4.11.3 Support 3-5 beneficiary notifications to communicate enforcement of Select fees. Content shall come from DHA. Communication may be via mail and/or email, as specified by DHA.

4.11.4 Develop a report summarizing the number of retired beneficiaries (Group A & B) whose coverage will be terminated effective December 31, 2020. Include count of beneficiaries' eligible but not enrolled at the time of terminations. Provide output specified by DHA and generate report at the time HCDP terminations are performed (prior to open season).

4.12 TASK 12 - SURGE SUPPORT (OPTIONAL)

DMDC must respond to real-world changes, whether it is a new reform initiative, top-down policies and mandates, or even national security interests and immediate threats. It is essential that DMDC have the IT resources and means to support evolving threats. Projects include, short-term (less than 90 calendar days) response to implement directives, support to cybersecurity-related events, and surge to support complex upgrades. The contractor shall provide staffing resources within scope of the current contract to fulfill unplanned projects or unanticipated requirements. The contractor shall use industry best practices and subject matter expertise to execute additional, as needed, related projects. Surge support shall include, but is not limited to, the following activities:

- Additional resources to support the relocation of DMDC applications/systems
- Rapid capabilities that mitigate or resolve major IT issues, cybersecurity threats, national security events, policy changes, and impacts
- Implementation of new DHA programs
- Transition or transfer of existing DoD programs

The contractor shall account for additional as-needed activities and provide the resources necessary to accommodate them. During the life of this contract the workload in any one area may grow significantly for a period of time. When a surge requirement is identified by the Government, the surge CLIN will be exercised. The Contracting Officer or Contracting Officer's Representative (COR) will provide the contractor with a requirements document specifying the

surge requirement, and expected outcomes. The contractor shall develop a Surge Plan which shall include, project approach, milestones and schedules, and detailed resource information to be reviewed and approved by the Government. The contractor shall staff surge resources within 30 calendar days of formal written approval of the Surge Plan. The Government shall use existing performance metrics and SLAs to measure surge-related performance.

5.0 SUBMIT REPORTS & DOCUMENTATION

5.1 Technical Roadmap

The Contractor shall follow the Technical Roadmap requirements identified in the PWS Section 5.8.1 of the EITS II Base IDIQ.

5.2 Risk Management Plan

The Contractor shall follow the Risk Management Plan requirements identified in the PWS Section 5.8.3 of the EITS II Base IDIQ.

5.3 Meeting Summaries

The Contractor shall follow the Meeting Summaries requirements identified in the PWS Section 5.8.4 of the EITS II Base IDIQ.

5.4 Weekly In-Progress Review (IPR)

The Contractor shall follow the IPR requirements identified in the PWS Section 5.8.5 of the EITS II Base IDIQ.

5.5 Monthly Status Report (MSR) and Senior Management Reviews (SMR)

The Contractor shall follow the MSR and SMR requirements identified in the PWS Section 5.8.6 of the EITS II Base IDIQ.

5.6 Problem Notification Report (PNR)

The Contractor shall follow the PNR requirements identified in the PWS Section 5.8.7 of the EITS II Base IDIQ.

5.7 Contract Discrepancy Report (CDR)

The Contractor shall follow the CDR requirements identified in the PWS Section 5.8.8 of the EITS II Base IDIQ.

5.8 Semi-Annual Subcontract Report

The Contractor shall follow the Semi-Annual Subcontract Report requirements identified in the PWS Section 5.8.9 of the EITS II Base IDIQ.

5.9 Quality Management System

The Contractor shall follow the Quality Management System requirements identified in the PWS Section 5.9 of the EITS II Base IDIQ.

5.10 Quality Control Plan (QCP)

The Contractor shall follow the QCP requirements identified in the PWS Section 5.9.1 of the EITS II Base IDIQ.

5.11 Quality Assurance

The Contractor shall follow the Quality Assurance requirements identified in the PWS Section 5.9.2 of the EITS II Base IDIQ.

6.0 DELIVERABLES

All deliverables and work products shall be submitted to the COR in electronic format for acceptance and approval. The acceptance of deliverables and satisfactory work performance shall be based on the timeliness, accuracy and standards as specified in the requirements of the PWS.

PWS Section	PWS Section	Date Due/Frequency
4.1.1	Project Management Plan(PMP)	Draft due within 10 days of order award Final due in accordance with Inspection and Acceptance clause Updated as changes take place
4.1.2	Maintain SharePoint sites	Updated 10 days after award and updated within 2 days after documents change
4.2	Accelerate Fee & Premium Rate Changes	In production by November 1, 2019
4.3	Update Catastrophic Cap Processes	In production by January 2020 In production by June 20, 2020
4.3.7	Catastrophic Cap Recalculations Report	In production by June 1, 2020 In production by June 20, 2020

4.4	Medicare Reminder Letter	Completed by end of Q2 of Base Period
4.5.2.1	TMEP Crossover File (Incoming)	Per Government approved Project Management Plan
4.5.2.3	TMEP Crossover File (Outgoing)	Per Government approved Project Management Plan
4.5.4	Establish TMEP Connectivity & connectivity testing	Per Government approved Project Management Plan
4.5.5	TMEP Training & Training Documentation	Per Government approved Project Management Plan
4.6.2	TOP21 Data Conversion Plan	Per Government approved Project Management Plan
4.6.4	Defense Medical Information System (DMIS) table update	Per Government approved Project Management Plan
4.6.5	Establish TOP21 Connectivity & Connectivity Testing	Per Government approved Project Management Plan
4.6.6	TOP21 Training & Training Documentation	Per Government approved Project Management Plan
4.6.7	TOP21 Implementation Support	Per Government approved Project Management Plan
4.7	Overseas BWE Changes	Completed by end of Q3 of Base Period
4.8.1	Email & Text Message Analysis	60 Days after award

4.8.2	Personal Email & Text Message Implementation	Completed by 30 prior end of contract expiration
5.1	Technical Roadmap	30 days after contract award 60 calendar days after contract award and 45 calendar days after each option year is exercised
5.2	Risk Management Plan	30 days after award, update as needed
5.3	Meeting Summaries	1 day after the meeting
5.4	Weekly IPR	Weekly - Written report is due 1 day prior to meeting
5.5	Monthly MSR	MSR shall be conducted on the 15th working day of each month; electronic copy of brief shall be delivered 3 days prior to the brief.
5.6	Problem Notification Report	3 days after identification of problem
5.7	Contract Discrepancy Report	Respond to CDR in accordance with the requests from GSA Contracting Officer
5.8	Semi-Annual Subcontract Reporting	The report shall be submitted after each 180 days of performance
5.9	Quality Management System	15 days after contract award, update as needed
5.10	Quality Control Plan	15 days after contract award, update as needed
5.11	Quality Assurance Plan	15 days after contract award, update as needed

12.4	Post Award Conference	Within 5 days of award
------	-----------------------	------------------------

7.0 Performance Standards

The incentive for achieving the Acceptable Quality Levels (AQLs) listed in the table below is a positive past performance evaluation, it should be understood that failure to meet the performance metrics below will result in negative past performance evaluations. All AQLs will be reported in the MSR.

Past Performance Evaluations will be submitted to the Contractor Performance Assessment Reporting System (CPARS) for all government agencies to review. Past Performance Evaluations will contain detailed narratives explaining reasons for positive and negative assessments. The following are the specific performance standards for this PWS. In addition to the below AQL table, the contractor shall meet all the requirements identified in Appendix D - SDLC - Process Handbook v2.0 of the EITS II IDIQ.

Performance Standard	Acceptable Quality Level (AQL)	Method of Surveillance
Functionality of the software to meet required systems architecture and processing capabilities	Functionality defined in the requirements must be prioritized and tolerances for deviation assigned for each component. AQL: 95% of operational capability.	Independent verification & validation (IV&V) for testing new releases of software to determine that previous functionality is maintained. Customer satisfaction as measured through validated customer complaints, feedback, and surveys. For conversion projects, independent verification & validation (IV&V) for developing or maintaining system processing/benchmark during parallel processing.
Delivery dates are met	95% compliance	100% inspection

Meet all Government and agency specific requirements	Draft outputs to meet 90% compliance; and revised final outputs to meet 100% compliance	100% inspection to ensure that all Government and Agency specific requirements have been met. Independent verification of security procedures-defined by agency (could be performed by a third party or another agency according to current security regulations and measures.
Software adds value and improves existing functionality without negatively impacting the existing operational environment.	Base line functionality is met at 90% at initial testing with production meeting 100%. Non critical functionality is met at 80%	Independent Verification and Validation (IV&V) for testing new releases of software to determine that previous functionality is improved. Customer satisfaction is measured through validated customer complaints and surveys.
Project Management Plan	90% of areas required by government including the WBS are created and updated monthly with draft; 100% with Final. 95% On time delivery of Initial and Monthly Updates	100% Inspection
Quality Control Plan	95% On time delivery of Initial and Monthly Updates	Random Monitoring and Partial Inspection Quarterly by COR
Risk Management Plan (RMP) RMP delivered on-time and updated monthly	95% on time delivery of initial RMP with no more than five (5) errors 95% delivery of updates by last workday of each month.	Routine inspection of deliverable products and services.
Release and Production Drop Schedules	Schedules consistently depict well-planned, staged and sequenced activities. Schedules make optimal use of the resources.	Schedules reviewed at the Weekly IPR Explanation of scheduled and unscheduled changes shall be provided during regularly

	Flexibility and decision-making shows a consistent ability to promptly identify, evaluate, react and incorporate, into planning and implementation issues as they relate to meeting release and production schedules.	scheduled IPR Observation of Key Government POCs
Customer Satisfaction	Provides value-added advice/thought leadership and deliverables that reflect the DMDC's needs to achieve program success. 95% satisfaction	Help desk surveys, Annual Past Performance Evaluation
Responsiveness	Responds to staff and acknowledges inquiry within one business day 95% response to all inquiries	Direct Observation
Communications (Oral and Written)	<p>- <u>Quality</u>: Provided information that was accurate in technical content, transparent, clear, and relevant.</p> <p>- <u>Timely</u>: Presented information in a timely manner which kept the Government informed of the status on assigned tasks, action items, projects, and service delivery issues.</p> <p>- Pro-active: <u>Engaged in proactive communications regarding project status, scheduling, cost control, pending staffing changes, and actions taken to resolve problems.</u></p> <p>AQL: Communications enable Task Order requirements to be met on time.</p>	Observation Random Inspection

Effective Contractor To Government Partnership	<p>Demonstrated initiative and foresight to identify novel solutions, or offer innovative insights. Melds best-of-breed approaches and industry best practices to address agency challenges.</p> <p>- Champions process improvements or enhancements that result in the compression of timelines, efficiencies in operations, or savings</p> <p>AQL: Positive work relationship with Government POCs.</p>	<p>Observation</p> <p>Stakeholder Feedback</p>
--	---	--

8.0 Non-Disclosure Requirements

The Contractor shall follow the Non-Disclosure requirements identified in PWS Section 8.6 of the EITS II Base IDIQ.

9.0 Cooperation with Other On-Site Contractors

The Contractor shall follow the Cooperation with Other On-Site Contractors requirements identified in PWS Section 11.7 of the EITS Base IDIQ.

10.0 Quality Surveillance

The Government may follow the Appendix P - Quality Assurance Surveillance Plan to EITS II IDIQ Base Contract

11.0 Contractor Administration

This Task Order shall follow all of the requirements identified in the EITS II IDIQ.

11.1 Contract Type

Firm Fixed Price

11.2 Period of Performance

The period of performance for this Task Order shall be 12 months from date of award.

11.3 Place of Performance/Hours of Operation

At least 50% of the work under this task shall be performed on site at DMDC facilities in Seaside, CA. The remaining work can be performed at a contractor provided facility. Any work performed at other locations shall be identified in the contractor's formal submission and approved by the Government.

12.0 Government Points of Contact

GSA Contracting Officer (CO)

Mr. Alexander Garcia

GSA-FAS, Mid-Atlantic Region

The Dow Building - 3rd Floor, 100 S. Independence Mall West, Philadelphia, PA 19106

E-mail: alexander.garcia@gsa.gov

Tel: 215-446-5868

GSA Contracts Specialist (CS)

Michael Levy

GSA-FAS, Mid-Atlantic Region

The Dow Building - 3rd Floor, 100 S. Independence Mall West, Philadelphia, PA 19106

E-mail: michael.levy@gsa.gov

Tel: 215-446-5806

GSA Project Manager / Contracting Officer's Representative (COR)

Mr. Wesley Mellon

GSA-FAS, Mid-Atlantic Region

The Dow Building - 3rd Floor, 100 S. Independence Mall West, Philadelphia, PA 19106

E-mail: Wesley.Mellon@gsa.gov

Tel: 215-446-4566

Alternate GSA Project Manager / COR

Ms. Carol Carpenter

E-mail: Carol.Carpenter@gsa.gov

Tel: (b) (6)

(b) (6)

12.1 Government Furnished Property/Equipment/Information (GFP/GFE/GFI):

The Contractor shall follow the requirements identified in the PWS Section 10.8 of the EITS II Base IDIQ.

12.2 Travel:

Local or long-distance travel may be required to various locations CONUS. The annual travel estimate is \$0. The Contractor shall follow the travel requirements identified in Section 10.7 of the EITS II PWS.

12.3 Security:

The contractor shall comply with all security requirements detailed in the PWS of the EITS II BASE IDIQ.

12.4 Post Award Conference:

The Contractor shall follow the Post Award Conference requirements identified in the PWS Section 10.1 of the EITS II Base IDIQ.

13.0 Inspection, Acceptance, and Payment:

The Contractor shall follow the Inspection and Acceptance requirements identified in the PWS Sections 7.0-7.5 of the EITS II Base IDIQ.

14.0 Invoicing:

Requirements identified in the GSA Invoice Clause included in the EITS II Section B to E will be followed.

15.0 Appendices:

Appendix A – Project Management Process Handbook

Appendix B - Implementation of Group A Fees

Appendix C - Functional Requirements Matrix

Appendix D - Medicare Part A and B Reminder Letter

Appendix E - Medicare Part B Reminder Letter